

**Chief Executives Board
for Coordination**CEB/2012/5
22 October 2012**Conclusions of the Twenty-fourth Session of
the High Level Committee on Management
(Washington, D.C., 24-25 September 2012)****TABLE OF CONTENTS**

	<u>Paragraph/s</u>
Introduction	1 – 5
I. Adoption of the Agenda	6 – 8
II. Dialogue with the Staff Federations	9 – 11
III. Security and Safety of Staff:	
A. Briefing by the Under Secretary-General for Safety and Security	12 – 16
B. Issues from the IASMN meeting	17 – 27
IV. Support to Survivors of Malicious Acts & Natural Disasters and Affected Families	28 – 48
V. HLCM’s role in the next phase of Delivering as One – QCPR negotiations - Coordination with UNDG	49 – 72
VI. Internal controls, Accountability and Risk Management Frameworks	73 – 80
VII. Strategic Plan for Sustainability Management in the UN System	81 – 88
VIII. HLCM Networks	
A. Human Resources	89 – 119
B. Finance and Budget	120 – 141
C. Information and Communication Technology	142 – 151
D. Procurement	152 – 170
IX. Open Session	171 – 176

ANNEXES

Annex I – List of participants

Annex II – Checklist of documents

Annex III – Statement by CCISUA

Annex IV – Statement by FICSA

INTRODUCTION

1. The High Level Committee on Management held its twenty-fourth session at the Headquarters of the International Monetary Fund (IMF), Washington, D.C., on 24-25 September 2012. The meeting was chaired by the Committee's Chair, WIPO Director General, Francis Gurry, and Vice-Chair, UNAIDS Deputy Executive Director, Jan Beagle.
2. In his introductory remarks, the Chair welcomed new participants and thanked IMF for generously hosting the HLCM meeting, once again, after the successful meeting of September 2010.
3. The Chair expressed his appreciation to the Secretary-General and CEB for having been offered the opportunity to lead this Committee. He recognized the extra-ordinary array of experience and talent gathered in HLCM, and underlined the need to leverage on such assets to move forward with a daring approach in dealing with the issues that are before the Committee and in bringing them to the attention of CEB.
4. The Chair acknowledged the differences among organizations represented in the Committee - field and headquarter based, large and small, humanitarian and development, normative and operational. He also noted the enormous challenges posed on the UN system by the rapidly changing external environment and by the ongoing re-shaping of the public function in the world. He stressed the value and the opportunity offered by HLCM to respond, as a system, to such pressures.
5. In closing, as examples of areas in which HLCM could add value to the UN system and its member organizations, the Chair cited the increasing pressure for oversight, the huge investment needs in areas like ICT, environment and security, and the need to intelligently manage an increasingly overwhelming volume of data and information.

I. Adoption of the agenda and programme of work



Documentation:

- ✓ *CEB/2012/HLCM/15/Rev.1 – Revised Provisional Agenda*
- ✓ *CEB/2012/HLCM/15/Add.1 – Programme of work*
- ✓ *Checklist of Documents*

6. The agenda as adopted by the Committee is reflected in the table of contents.
7. The complete list of participants is provided in Annex I.
8. The checklist of documents is in Annex II. The Statement by FICSA is in Annex III; the statement by CCISUA is in Annex IV. All documents related to the session are available on the CEB website at: <http://www.unsceb.org/ceb/mtg/hlcm/september-2012>

II. Dialogue with the Staff Federations



Documentation:

- ✓ Statements: CCISUA & FICSA

9. The Staff Federations and HLCM entertained a “dialogue” around all the items scheduled in the regular agenda for the first day. The “dialogue” therefore took place during the actual discussions, with interventions by the Federations on all agenda items where they wished that their views be considered.

10. The Staff Federations thanked the Chair and congratulated him on his appointment. They shared his assessment of the global environment, and expressed willingness to work together on all issues of importance to staff and management. The Federations acknowledged good progress in the arrangement and substance of their “dialogue” with HLCM, and expressed their wish to build on such progress towards and even greater collaboration in the future.

11. While appreciating the difficulties of the current financial environments, the Federations indicated that the UN system was reaching the limit of how much it was feasible to deliver with diminishing resources. With an increasing need for the work and services of the UN organizations, continuing pressure on savings risked not doing a good service to the ability by the System to deliver on its mandates.

III. Security and Safety of Staff



Documentation:

- ✓ *CEB/2012/HLCM/16 and Add.1, 2 & 3 – Excerpts from the Report of the IASMN meeting of 25-28 June 2012*

A) Briefing by the Under-Secretary General for Safety and Security

12. The USG/DSS highlighted the immense breadth and scope of UN activities, involving approximately 150,000 personnel (with 30% based at Headquarters and 70% in the field, including local personnel), in over 2,100 duty stations, over 170 countries, and in 5,600 facilities (excluding some 6,000 UNRWA facilities and over 4,000 facilities shared with host governments), and emphasized the challenge for the UN system to carry out its activities in environments affected by famine, poverty, war or instability.

13. The USG/DSS noted that, unlike in the past, the UN system was often operating in areas where conflicts are on-going. He pointed to the acute security challenges the UN system faced in areas such as Afghanistan, Somalia and Libya, and indicated that the list of locations where the UN system was facing such challenges was growing. Since 2009, the number of kidnapping incidents had increased. The UNSMS had handled 50 kidnapping incidents involving a total of 73 kidnapped persons. All were returned alive with the exception of one who died from natural causes. While some cases were resolved quickly, others lasted for as long as 140 days and involved multiple negotiations, sometimes with Member States. In 2011, 70 lives were lost, 26 of those due to violence and 44 due to safety-related accidents. The USG reminded HLCM members of the attack in Abuja that killed 23 (including 13 UN personnel) and wounded over 100 persons and the attack in Mazar-i-Sharif that killed 3 UN personnel and 4 national guards.

14. On the issue of safety, the USG noted that a major airline accident in the DRC had killed 10 UN personnel and, while the number of UN lives lost as a result of road traffic accidents had decreased compared to

2010, UN personnel driving UN vehicles were still involved in road traffic accidents resulting in casualties from local populations.

15. The USG stressed that, after the Algiers bombing in 2007, the question of accountability was re-examined. There was a move away from a culture of risk aversion to an acceptable risk paradigm that affirmed the CEB-endorsed “how to stay” approach. The new Security Level System (SLS) that was developed to help better define the threats, supported this approach, as did additional tools such as, security risk assessments and a programme criticality framework. DSS worked closely with UNDP to improve induction training provided to Designated Officials (DOs). DSS’ security training officers received further training, security management teams were trained and a number of training modules, including Basic Security in the Field and Safe (BSITF) and Secure Approaches in Field Environments (SSAFE) were updated. All this was done to support a decentralized security management system that enabled field offices to take the necessary decisions to ensure that security may be managed on the ground to the extent possible. Today, Designated Officials and the Security Management Teams (SMTs) are making decisions daily that affect UN personnel. Additional analysts were recruited for field locations and trained to help ensure requisite contacts with host government authorities, as well as facilitate the provision of information to assist in assessing security situations. DSS introduced a single incident reporting system. A new fire safety programme was fielded worldwide and an aviation risk management programme was put in place because of the high volume of air travel by UN personnel. The TRIP system allowed DSS to compile staff lists and keep track of travel within the UN system. So far, two million registrations had been made in TRIP, with some 5,500 persons a day registering online. Nearly 60% of the reported travel involved airline travel while the remaining percentage involved road travel.

16. The USG highlighted how DSS had moved from issuing policies on the basis of one signatory to putting in place a process in which IASMN members closely examined policies in order to reach consensus and bring them to HLCM for endorsement. While acknowledging that there had been some difficulties in connection with the budgets for jointly financed activities, he stressed how DSS had continuously promoted transparency in its functioning and budgetary processes. He also stressed that all of the initiatives cited above had been made possible through the JFA budget, adding that it was important to have such measures in place to support both international and local personnel who continued to take risks to deliver programmes, including in conflict areas.

B) Issues from the Inter-Agency Security Management Network (IASMN) Meeting

17. Six policies that had been approved by the IASMN were presented to the HLCM for endorsement, including the policies on: Use of Armed Private Security Companies (and the Guidelines, Model Contract and Statement of Works); Special Events; Security Training and Certification; Improvised Explosive Devices; Security of United Nations Premises; and, Boards of Inquiry.

18. In response to a number of questions raised during the consideration of the above mentioned policies, the USG confirmed that more local staff had been killed over the years than international staff. This, in part, reflected the proportional ratio of the international to local staff in the total UN staff count. Regarding premises, the USG confirmed that, while there were not enough funds available to upgrade all UN premises, the Premises policy was intended to provide for a balance between security risk management and the upgrades required to bring premises to at least an adequate standard, and to encourage risk-based decisions that support any requested expenditures.

19. Regarding the Board of Inquiry policy, the USG pointed out that following the Canal Hotel bombing and the incident in Algiers in 2007, high level panels had been convened to develop recommendations to improve the UNSMS. At the same time, DSS had undertaken a review of post-incident actions and best practices by DPKO/DFS, resulting in the ensuing policy. He noted that while the Secretary-General had the right to convene an inquiry following a significant security incident, there had not been a coordinated response in the

event of a significant incident affecting multiple agencies, funds and programmes. This policy, which had guided the recent Abuja Board of Inquiry, provided for this coordinated response. Participating agencies in a given Board, where applicable, would share the costs of such a Board. The USG also informed the Committee that the Abuja Board of Inquiry report, though not a public document, had been shared with the Executive Heads of the affected agencies and that it would continue to be the case under the new policy that Executive Heads of the affected agencies would receive a copy of any BOI report.

20. Regarding the policy on Special Events, it was clarified that this was largely geared towards very large events, such as the Rio and Climate Change conferences. The Security Training and Certification policy would serve to address how persons are trained and ensure that training records are maintained.

21. The policy on Improvised Explosive Devices (IEDs) was driven by the fact that there were UN personnel in conflict zones who had been demining and, in the process, addressing active IEDs. This was cause of great concern particularly as such actions could compromise the neutrality of the UN that could be perceived as being party to a conflict. The policy reaffirmed the fact that mine action personnel are meant to take only those mines out of play that are no longer effectively in play, i.e. post conflict, and forbade taking active IEDs out of service.

22. Regarding the policy on the use of Armed Private Security Companies (including the Guidelines, Model Contract and Statement of Works), the USG acknowledged that this issue was not without contention and had been subject to intense debate. Recognizing that private security companies were already being used in the UN system but that there was no policy in place to regulate their use or provide the requisite oversight, the Secretary-General's Policy Committee had deliberated on this issue. The resulting decisions supported the use of armed PSCs as an exceptional measure after all other support options are exhausted, i.e. host country, member state and UN support. It was also recognized that, there was a need to look closely at the reputational risks posed to the UN and at the country of operations. Subsequently, the policy and related documents, to be implemented in tandem with the existing Use of Force policy, had been developed in close consultation with a broad spectrum of stakeholders throughout the entire process.

23. In his closing remarks, the USG thanked the Committee, the Chair and Vice-Chair for their parting comments. Recognizing that the past three and a half years had been challenging, he was honoured to have had this time in the Secretariat and also serviced over 42 agencies, funds and programmes. The USG took the opportunity to remind HLCM that safety and security had not been on the agenda of the CEB since 2009 and that it would have been appropriate to foresee a briefing to the Board on these matters, particularly on the policy on the use of Armed PSCs.

➤ HLCM:

24. Noted with appreciation the briefing provided by USG Gregory Starr.

25. Endorsed the policies and guidelines that were approved by the IASMN at its 17th session for inclusion in the United Nations Security Management System Security Policy Manual and the United Nations Security Management Operations Manual and for promulgation within the United Nations System:

- (a) Armed Private Security Companies the Guidelines on the Use of Armed Security Services from a Private Security Company, as well as the Model Contract and Statement of Works;
- (b) Boards of Inquiry;
- (c) Security Training and Certification;
- (d) Special Events Organized or Sponsored by UNSMS Organizations;
- (e) Security of United Nations Premises;
- (f) Improvised Explosive Devices.

26. Recalled USG Starr's major contribution in leading, together with former USG for Field Support Susana Malcorra, the complete overhaul and re-design of the UN Security Management System, in follow up to the recommendations of the Independent Panel on the Safety and Security of United Nations Personnel and Premises Worldwide;

27. Expressed appreciation to USG Starr for his active and committed engagement in the works of the Committee, for his inclusiveness, consensus building and participatory approach. The Committee wished USG Starr well in his new undertakings and personal life.

IV. Support to Survivors of Malicious Acts & Natural Disasters & Affected Families



Documentation:

- ✓ *Decisions of the Policy Committee of 9 April 2012*
- ✓ *CEB/2012/HLCM/17 and Add.1 – Results of the CEB stock-taking exercise*

28. The Secretary-General's Policy Committee convened on 9 April 2012 to discuss duty of care of the UN system in cases of malicious acts and natural disasters, and mandated the CEB Secretariat to carry out a stock-taking exercise, building on experiences across the UN system and drawing on feedback from survivors to: identify best practices, gap and problem areas; clarify scope; and identify and explore differences in eligibility and coverage for different categories of personnel (staff and non-staff, international and local).

29. At its June 2012 session, the HR Network agreed to build on a previous mapping exercise on insurance coverage conducted by the CEB Secretariat in 2010. In addition, a questionnaire survey was launched by the CEB Secretariat to obtain information on the current medical support, staff counseling services and administrative/ insurance coverage.

30. The findings of the CEB stock-taking exercise, as outlined in document CEB/2012/HLCM/17, can be summarized as follows:

- Organizations with a large field presence provide more support to staff in the areas of staff counseling, medical services and insurance coverage;
- More support services are made available to staff than to non-staff personnel;
- Good coverage is provided through the Malicious Act Insurance Policy (MAIP).

31. The results from the survey also include tables summarizing the insurance coverage of internationally-recruited, locally-recruited and non-staff personnel by organization, as well as coverage gaps by organization and by type of personnel. Some best practices are also highlighted, including the system-wide coordination mechanisms through UNDSS, UNMERT and CISMU and a recent joint RFP for a commercial insurance policy for consultants by three organizations (UNICEF, UNDP and UNOPS).

32. The HLCM Secretary and the Co-Chair of the HR Network explained that the identified gaps and best practices would serve to develop recommendations for the CEB and to guide stakeholders in identifying next steps.

33. In a first positive development since the survey was finalized, UNDP indicated its intention to accept the leadership of the HR Rapid Response Team - endorsed in earlier HLCM sessions - once an analysis of the

requirements and timelines would be completed. In this regard, the UN Secretariat indicated its readiness to share with UNDP its experience with the Emergency Preparedness and Support Team (EPST).

34. In recognition of the multi-disciplinary nature of the issue, the questionnaire covered three main areas: staff counselling, medical support and administrative/ insurance-related issues. Also, the analysis of the results differentiated between HQ-based organization and organizations with a large field presence (qualified as at least 200 personnel).

35. Findings in the area of staff counseling after a crisis situation showed that access to counseling is broader in organizations with a large field presence (13 out of 15 organizations), which are also more likely to have full-time staff counselors.

36. Seconding the Secretary General's strong wish to promote a culture of compassion and understanding, as well as to de-stigmatize mental health issues, the survey tried to analyse to what extent dedicated training efforts are undertaken in support of such an organizational culture. Results showed that most organizations offer more general training, for example to enhance communication skills, to better manage interpersonal relations, etc. Organizations with a large field presence provide more training in this area than HQ-based organizations. In general, organizations and their HR offices try to develop ad-hoc solutions together with affected staff members.

37. In the area of insurance, broad differences were identified between international staff, local staff and non-staff personnel in terms of coverage and compensation in similar events.

38. In the following discussion the staff federations, while recognizing the possible financial implications of some measures, noted that harmonization was needed in this area and that at least a standard minimum coverage should be put in place. They also requested a better balance in the coverage for staff and non-staff. The need for long term follow-up was also noted and the example of survivors from the Abuja bombing still having to deal with the traumatic aftermath of that event was cited. In that regard, the CEB stock-taking was praised for making reference to these aspects.

39. The Committee re-affirmed the importance of this subject, in that it touched the lives of people and the trauma that families have suffered. The Secretary General's commitment to make progress in this area was acknowledged, as well as the need to take financial implications into consideration when developing proposals.

40. Some members noted the rationale and acceptability of business models that provide for differences between staff and non-staff, also in terms of entitlements and insurance coverage, without of course taking away the need for a minimum package.

41. The Committee recognized that this was a challenging topic but encouraged organizations to build on the momentum created by the Policy Committee and to capitalize on the in-depth data and information made available by the stock-taking exercise to develop adequate responses, which should be supported by a financial analysis. Document CEB/2012/HLCM/17 was deemed a useful tool to identify areas in need for improvement and to indicate the direction for continued work, mainly but not exclusively through the Human Resources Network.

42. HLCM also noted that UNOPS, UNDP and UNICEF were working together to develop a more comprehensive and economically sound commercial insurance for non-staff personnel, which could represent one – replicable and extendable - model forward to reduce costs and enhancing benefits.

➤ HLCM:

43. Took note with appreciation of the stock-taking exercise completed by the CEB Secretariat;

44. Requested that organizations with coverage gaps as identified in Annex 2 of CEB/2012/HLCM/17, in particular in cases of non-malicious acts, consider taking appropriate action to fill such gaps;
45. Asked the Procurement Network and/or Insurance Units of member organizations to consider broadening joint procurement of commercial insurance policies, in particular and to the extent possible, for non-staff personnel;
46. Requested that organizations undertake a review of the time needed for processing insurance claims and entitlements, identify bottlenecks and report back on findings;
47. Asked the Human Resources Network to continue to explore further modalities to improve support to staff and their families, and to discuss this subject as a standing item on the Network agenda;
48. Requested the CEB Secretariat to prepare a summary of the main finding and related gaps and recommendations for submission to the CEB at its upcoming 2012 second regular session.

V. HLCM's role in the next phase of Delivering as One - QCPR negotiations - Coordination with UNDG



Documentation:

- ✓ *Draft Management Response to the recommendations contained in the DaO Independent Evaluation Report*
- ✓ *CEB/2012/HLCM/24 – Compilation of comments from organizations on the Draft Management Response*
- ✓ *CEB/2012/HLCM/18 – Status of discussion related to the Harmonization of Business Practices for operational activities: The QCPR and Delivering as One.*
- ✓ *CEB/2012/HLCM/19 – HLCM's role and achievements in simplification and harmonization of business practices*

49. The discussion on this agenda item focused on the HLCM's role in the next phase of Delivering as One, on the QCPR negotiations, as well as on the coordination with the UNDG. In addition, comments from Committee members on the Draft Management Response by the Secretary General on the Independent Evaluation of the Delivering as One pilots were sought.
50. The Director of UN-DOCO and the Chair of the UNDG High Level Group responsible for the development of the "Standard Operating Procedures" addressed the Committee to give an update on their activities and to discuss collaboration between the CEB pillars.
51. The Director of DOCO recalled the Joint High Level Mission of the HLCM and the UNDG to identify bottlenecks to cooperation in business operations, and the ensuing Implementation Plan that was adopted and that guided considerable and coordinated work by the two Committees since 2010.
52. The UNDG strategic plan for 2010-2012 built considerably on the Implementation Plan, and this provided important tools for the UN system to get behind the Delivering as One way of working in the field. Furthermore, the successful fund-raising for the Harmonization of Business Practices Plan of Action enabled HLCM to fund initiatives that improved harmonized and simplified operations in the field as well as at the system level. A lot of work had already been completed and more was on-going.

53. In relation to Delivering as One, the Director of DOCO recalled that the Delivering as One Independent Evaluation and the Tirana Outcome Document stressed “[...] *the need for the formulation of policy directives, particularly on simplification and harmonization of business practices, financial management, evaluation and reporting and setting of mutual accountability RC/UNCT*”.
54. The Tirana Outcome Document called on the Secretary-General to mandate the UNDG Chair to initiate a process leading to the establishment of a framework at the HQ level and the formulation of Standard Operational Procedures (SOPs) for UNCTs that voluntarily adopt DaO. The development of the SOPs was therefore being undertaken by the UNDG High Level Group in collaboration with HLCM.
55. The vision of the High Level Group was to prepare a short over-arching document with minimum standards for how the UN system would operate in Delivering as One countries. These standards would be linked to existing guidance from the CEB pillars and would emphasize simplification goals. In this regard the SOPs would identify guidance that needs to be retired to clear the way for a more simplified approach to work in the field, as well as indicate what additional simplification and harmonization efforts are needed to assist in the Delivering as One approach.
56. HLCM and its Networks would be called to provide concrete input, relevant to their operational responsibilities, to the UNDG High Level Group. The aim would be for this work to be completed by the end of the year.
57. In a letter dated 30 July 2012 the Secretary-General had requested the UNDG Chair to take the lead in preparing a Management Response to the recommendations contained in the DaO Independent Evaluation Report, thereby ensuring that the views of the HLCM and the HLCP are sought and included in the response. The Management Response would be available to Member States during their negotiations on the quadrennial comprehensive policy review of UN operational activities for development (QCPR).
58. Several studies and reports were completed, under the coordination of UN-DESA, in preparation for the QCPR. The outcome of the QCPR negotiations would provide the mandate to the UN system and to its inter-agency coordination mechanisms, to continue/adjust/re-formulate their work in support of Delivering as One.
59. In the discussion that followed it was noted that the Independent Evaluation of the Delivering as One had followed a consultative process and was very comprehensive. However, the final assessment of the evaluation was not very positive in the area of operations. Therefore, there was a clear expectation for a greater and sustained effort in the area of harmonization and simplification of business practices, even if some of the steps may prove challenging.
60. Importantly, the Independent Evaluation recognized that the UN system consists of a group of organizations with different business models and a challenge facing the Committee would be to find at what points these models permit effective streamlining of business processes.
61. While going through this process, it was important for the UN system to remember the origins of the Delivering as One process: to adapt to specific national situations and underline the centrality of national ownership.
62. As the Committee continued its work on simplification and harmonization, it was important to note that its interests and role go beyond the Delivering as One approach and beyond the needs of the development system. A number of HLCM’s initiatives address needs in other areas of the system, including in the humanitarian and field-support sectors, where the Committee’s guidance might be needed even more in the future. Also, some of the focus on the Delivering as One may not fit all member organizations, depending on their mandates.

63. The core area of cooperation between the HLCM and the UNDG could be identified in change management of the UN system. A key focus in the past two to three years had been enabling UNCTs to achieve better results. In looking at the experiences of the Delivering as One countries, challenges that impeded results were found in all management functions - Human Resources, Procurement, Finance, Information and Communications Technology. However, efforts in these areas were not only relevant to development players and led to results and on-going activities that go well beyond the Delivering as One. In fact, the work initiated through the Delivering as One and the subsequent Joint Mission represented a catalyst for how the system operates in joint modes, and not only at the country level, as there is a need for consistency at the global level. In this respect, the role at HLCM was to be the global management policy forum for the UN system.

64. In all areas of work of HLCM, it was important for the Committee to aim for strategic reform that can help move the system forward. At this juncture, this would likely include increased collaboration with UNDG to ensure that obstacles for country level operations, including the linkage between programme and operations, would be effectively removed.

65. In the discussion of simplification and harmonization, it was noted that several small organizations had benefited greatly from the harmonization and simplification work on business practices as it had made it easier to leverage the systems and processes of larger organizations. Although it had not always been easy for smaller entities to find their role, benefits in business operations were clear while modes of participation had to be carefully considered.

66. In regards to the coordination with the UNDG, the Committee indicated that it was important that the dialogue and joint planning continued. To do that effectively, there was a need to focus on the prioritization and sequencing of work between the different pillars and their networks and working groups. Furthermore, organizations had to collectively ensure that collaboration became “the simplest way” and that respective legal offices helped putting in place these collaborative modalities. In this respect, explicit recognition of each other’s processes, as it was happening in the area of procurement, was a key tool.

67. As the UN system embarked in this effort, it would have to be more open and forthcoming with its achievements, its capacity and its ambitions. It was unanimously noted that the UN system does not communicate effectively to the outside world, including on management subjects. Better communication would also lead to stronger support from member states, as it would make it easier for governments to work with the system.

➤ HLCM:

68. Took note of the progress made by the Committee and its Networks in support of the Delivering as One process;

69. Committed to continue its active engagement in work towards Harmonization and Simplification of Business Practices in support to field operations, in response to the needs identified and in line with the outcome and recommendations of the QCPR, when finalized;

70. Encouraged its Networks and the CEB Secretariat to continue with the positive coordination with UN-DOCO and the UNDG Networks and committed to actively participate in the drafting of the Standard Operating Procedures for countries adopting Delivering as One;

71. Authorized the CEB Secretariat to present the introductory section, i.e. paragraphs 1-5, of CEB/2012/HLCM/19 as the HLCM position and input in the QCPR and the Delivering as One processes.

72. Agreed that the views expressed by the Committee on the draft Management Response to the Independent Evaluation of Lessons learned from “Delivering as One” would be conveyed to the UNDG Administrator through the Director of UN-DOCO, for inclusion in a second draft that would be subject to electronic review by UNDG, HLCM and HLCP, on a no-objection basis, before finalization.

VI. Internal Controls, Accountability and Risk Management Frameworks



Documentation:

- ✓ *CEB/2012/HLCM/20 – Briefing note by WIPO*
- ✓ *Power-point presentation by WFP*

73. The Committee received a briefing on how WFP had moved forward to strengthen its internal control and risk management processes. WFP took the opportunity to share its experiences, challenges and successes in order to make best practices and lessons learned available to all interested organizations and start developing a collective view of the United Nations system on the matter, as several HLCM member organizations had recently engaged in the development and adoption of internal control, accountability and risk management frameworks.

74. The Committee was informed that WFP had adopted an internal control framework based on the Committee of Sponsoring Organizations of the Treadway Commissions’ (COSO) best practice. The objectives of managerial control at WFP were to ensure effectiveness and efficiency of operations, reliability of financial and performance reporting, and a compliance with WFP rules and regulations. It was about “better control” and not “more control”.

75. The discussion at the meeting was inspired by WFP’s presentation and by a note prepared by WIPO on potential questions and issues of system-wide interest. During the ensuing discussions, members highlighted challenges related to process vs. substance. They noted the particular challenge to convince management that internal control and risk management was not yet another bureaucratic process. To this end, members noted the need to tailor risk management processes according to the business management models of their respective organizations. In addition, internal control and risk management processes should focus on mitigation strategies and a shared understanding between all stakeholders.

76. Some members noted the importance of integrating risk management within performance dialogue with legislative bodies and Member States and the further integration of risk management into programme planning processes. It was noted that internal control should address risks identified and a balance between financial, programmatic and delivery accountability. Various members highlighted the need to take into account the external environment and the increasing pressure to show greater accountability. It was noted that most external auditors had adopted new and extremely demanding standards, leading to questions on organizations’ risk appetite, the identification of minimum standards to which organizations could subscribe to, as well as possible common approaches in connection with audit and oversight matters.

77. Other members expressed the need to minimize duplication of efforts and to create a forum for exchanging experiences among organizations on internal control and risk management. Beyond processes, some members noted the need to focus on the human capital of the organizations to ensure their better financial viability as well as on training and awareness activities to ensure greater internal buy-in and deter against the internal barriers to change.

➤ HLCM:

78. Greatly appreciated WFP's presentation and WIPO's discussion note, and agreed to develop a collective discussion on this subject, along the potential questions and issues of system-wide interest, as outlined in document CEB/2012/HLCM/20.

79. Agreed to take up this subject again more comprehensively in a thematic discussion, with broader participation by any interested member organizations, at the 25th session, with input from its Networks, as relevant.

80. Requested the CEB Secretariat to create and launch a dedicated virtual platform on the CEB website to facilitate exchange of views, ideas and documentary material among member organizations.

VII. Strategic Plan for Sustainability Management in the UN System



Documentation:

- ✓ *CEB/2012/HLCM/21 – EMG - Strategic Plan for Sustainability management in the UN system*

81. The Chair referred to the letter of the Secretary-General of 13 June 2012 to Executive Heads, calling on the CEB to jointly consider how to implement the strategic plan for sustainability management in the United Nations system. The strategic plan was intended to strengthen efforts made to date at the individual organization and system-wide levels, in order to synergize efforts to move forward the work on internal sustainability management. The strategic plan was approved by the Environment Management Group (EMG) in September 2011.

82. It was recalled that Member States, through the Rio+20 outcome, had called on the United Nations system to improve the management of facilities and operations, by taking into account sustainable development practices, building on existing efforts and promoting cost effectiveness, and in accordance with legislative frameworks, including financial rules and regulations, while maintaining accountability to Member States.

83. The UNEP representative briefed the Committee, noting that in his capacity as Chair of the EMG, UNEP had presented a Framework and a Heads of Agencies statement on “Advancing Environmental and social sustainability in the United Nations system”. The Framework provided a holistic view of the United Nations system work from policy conception through programme implementation and internal operations management, and proposed steps for moving the United Nations towards a coherent approach to sustainability. The Framework proposed a common vision, rationale and objective; individual actions to be taken by each UN entity to internalize environmental and social sustainability measures; and collective actions for the system to undertake, such as knowledge sharing, defining minimum requirements and options for common reporting.

84. Noting that the United Nations system had made good progress towards environmental sustainability management, also through the Secretary-General's Climate Neutral initiative, and the establishment of a Sustainable UN facility to coordinate and support a purpose-specific inter-agency network of over 50 entities.

85. In the ensuing discussion, members noted the need to collaborate on areas that required urgent efforts such as energy and premises. Given the financial constraints faced by some entities, the need for a flexible, non-prescriptive and non-compulsory model was urged as well as the need for members to share their experiences in terms of sustainability management. The importance of consulting with staff was underlined, particularly on issues that affect their welfare at work.

86. While participants expressed that the burden of the proposals continued to rest on cost-savings and improving efficiencies, they highlighted the many social benefits associated with environmental management such as bicycling to work, as well as the benefits derived from new climate-neutral buildings.

➤ HLCM:

87. Offered some preliminary views on the UN Framework for Environmental and Social Sustainability and on the implementation of the Strategic Plan for Sustainability Management in the UN contained therein, and approved the steps proposed by the EMG to prepare for a CEB discussion on the matter at its first regular session in 2013;

88. Expressed concerns for the financial implications that the Sustainability Management Plan may have, and requested that the HLCM and CEB discussion at their 2013 Spring sessions be informed by an articulated cost-benefit analysis of the proposals that will be presented.

VIII. HLCM Networks

A) HUMAN RESOURCES

Documentation:

- ✓ *CEB/2012/HLCM/HR/28 – Report from the HR Network meeting (27-29 June 2012)*
- ✓ *Ratified “Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the United Nations Common System of Salaries and Allowances”*
- ✓ *Note by UNDG WG on RC system issues on incentive mechanisms for RCs*
- ✓ *CEB/2012/HLCM/23 – Note by the WG of Mandatory Age of Separation: Latest developments from the UNJSPF Board meeting of July 2012 on Normal Age of Retirement (NAR)*

89. The Human Resources Network Co-Chair provided the Committee with an in-depth overview of the most critical issues discussed during the twenty-fifth session of the Human Resources Network meeting and the seventy-fifth session of the International Civil Service Commission (ICSC).

90. Regarding the project on harmonization of vacancy announcements and the selection processes at the country level for General Service staff and National Officer positions, the Co-Chair noted the importance of this initiative in the context of the positive evaluation of the Delivering as One pilot countries and the expansion of the Delivering as One approach. The memorandum of understanding with UNESCO, as the lead agency, was expected to be signed shortly.

91. The Co-Chair highlighted discussions in the Human Resources Network on a proposal for a new initiative on the professionalization of the human resources function in the United Nations system. A small working group was currently exploring opportunities for strengthening and standardizing the human resource professional capacity, with a view to submitting a funding proposal to the Steering Committee of the Harmonization of Business Practices Trust Fund.

92. The Field Group, under the leadership of UNDP, continued to play a key role in the harmonizing policy interpretations when implementing special measures in crisis situations. The Group’s Terms of Reference were endorsed by the Human Resources Network which, among other things, included efforts to strengthen harmonization and consistency among agencies.

93. An inter-agency working group on performance appraisal made forty recommendations, out of which five “quick-win recommendations” were endorsed by the Human Resources Network, in the area of sharing compliance rates, indicators and best practices among organizations; the evaluation of staff on secondment by receiving organizations and appraisal to be shared with parent organization; the consistent application of appraisals particularly for new staff; clear definition of ratings and the creation of a resource bank to share relevant materials. A resource bank on performance appraisals was being created on the CEB Secretariat website.

(i) Outcome of the ICSC 75th Session

94. The seventy-fifth session of the International Civil Service Commission took place from 9 to 20 July 2012. The Human Resources Co-Chair noted that the financial situation of member organizations did impact on the deliberations and decisions taken by ICSC. The most critical issue on the Commission’s agenda was on the evolution of the US/UN net remuneration margin. The post adjustment index had increased in New York from 65.5% to 68.0% which, according to the methodology, would have represented a 1.5% increase in net remuneration for staff in the Professional category based in New York.

95. The Co-Chair noted that the Commission was an independent, technical body that establishes and applies methodologies to determine salaries and allowances for the United Nations common system. However, Rule 33 of the Commission’s rule of procedure called for seeking views of Executive Heads of the participating organizations on financial and administrative implications of other than routine decisions.

96. The Co-Chair noted that the outcome of the Commission’s discussion was to give the General Assembly the opportunity to pronounce itself on an increase in post adjustment for New York that normally would have been due in August 2012. If the General Assembly did not pronounce itself, the post-adjustment would be applied retroactively. The next review of post adjustment of some duty stations in Europe and duty stations outside of Europe would be held in April/May 2013.

97. Furthermore, the Co-Chair highlighted several issues that would result from the decision of the General Assembly on post adjustment in the rest of the world. If the General Assembly did not pronounce itself and the rate of post-adjustment was applied retroactively, no impact would occur on duty stations outside New York. The only change would be in pension contributions which were linked to the New York post adjustment.

98. If the General Assembly were to pronounce itself and did not grant a retroactive increase of post-adjustment, the post adjustment index would be scaled back by 1.5% in other duty stations. The resulting implications would mean that while salaries in New York would be effectively frozen, the rest of the world could still receive an increase, but any increase would be scaled back by 1.5%. The Commission requested its Secretariat to conduct a comprehensive review of the methodology underlying the post adjustment system.

99. The Co-Chair also noted the financial implications related to education grant adjustments for twelve zones and the revisions in the normal flat rates and additional flat rates for boarding would. Special measures were maintained for China, Hungary, Indonesia and the Russian Federation, and eight schools in France. Special measures were discontinued for Romania and were introduced for Thailand, Tunisia and one school in South Africa. The Co-Chair informed the Committee that the on-going review of the methodology for determining education grant was not completed due to unavailability of information and data.

100. The Co-Chair highlighted issues related to the United Nations contractual framework, the implementation of job-evaluation standards for the General Service Category and benefits and entitlements. On the review of the implementation of the three types of United Nations contracts, the Co-Chair noted that organizations were not required to implement all three types of appointments but could implement any combination of the defined contract types in accordance with the needs of their respective organizations. Some

issues, particularly of concern to conditions of service for field staff, such as danger pay, which replaced hazard pay, were on the Commission's agenda, but were not discussed. The Commission would revisit these issues at its seventy-sixth session.

101. The Vice-Chair of the ICSC complemented the HR Network Co-Chair's briefing by noting that the Commission had decided to start a review of common system compensation packages, including post adjustment. The Commission had decided to use a comprehensive approach, taking into account the evolving needs of the organizations of the United Nations system. To this end, discussions would start next year to which the Vice-Chair requested the cooperation of all organizations.

102. In the ensuing discussion, Committee members expressed their disappointment that the ICSC had not taken up discussions on issues related to conditions of service for field staff such as on danger pay and rest and recuperation. Since the removal of the Special Operations Living Allowance, ample evidence had shown that there was a lack of utilization of the rest and recuperation entitlement due to the lack of daily subsistence allowance. The Commission was urged to take up these issues at its earliest convenience given their importance to staff serving in difficult duty stations. Members also noted the need to work together in sharing data on issues affecting staff in difficult duty stations to contribute to ICSC's future discussion.

103. Several members affirmed that Member States were expressing negative views on the benefits package of the organizations of the United Nations system, in connection with the current global financial climate. Committee members stressed the need to develop better communication strategies in explaining to Member States and the broader public the United Nations system's benefits package, including the principles that enshrine the international civil service.

(ii) Inter-agency mobility: Agreement and incentive mechanisms for Resident Coordinators

104. The Committee noted that the Agreement on Transfer, Secondment or Loan of Staff among the Organizations applying the United Nations Common System of Salaries and Allowances (the Agreement) reinstated as of 1 January 2012 had been ratified by all Human Resource Network member organizations.

105. The Human Resources Co-Chair noted that at its meeting in June 2012, the Human Resource Network considered the Note by the UNDG Working Group on Resident Coordinator Issues on incentive mechanisms for Resident Coordinators, and approved option 2 contained therein, i.e. "For all organizations, mandatory right of return for Resident Coordinators to their home agencies and, to the extent possible, retention of grades received while serving as Resident Coordinators." Committee members expressed their support for this option and noted that the working group formed by the Human Resources Network was distinct from the Resident Coordinators Working Group issues.

106. In furtherance of this issue, a Working Group of the Human Resources Network on Inter-Organization mobility was established on 12 September 2012. The Working Group would operate under the leadership of UNAIDS and was currently comprised of 11 organizations. It would build on previous work carried out by UNICEF and the United Nations Secretariat, starting with a compilation of current mobility practices by organization. It would also undertake a review of current inter-agency mobility practices to identify bottlenecks and solutions for a full implementation of the newly adopted Interagency Agreement, as well as explore and propose non-financial incentives for Resident Coordinators, in collaboration with UNDG.

(iii) Mandatory Age of Separation (MAS)

107. At its July 2012 session, the United Nations Joint Staff Pension Board concluded that it was ready to increase the Normal Age of Retirement for new participants of the Fund with effect not later than from 1 January 2014. The Board considered that this was the priority among various other actions that could be taken by the Board to ensure the Fund's long term sustainability. In light of its readiness to decide to increase the Normal Age of Retirement, the Board urged the ICSC and the participating organization to the Fund to immediately raise the mandatory age of separation (MAS) to 65 years for new staff of the participating organizations of the Fund.

108. The Committee heard a briefing by the Chair of the HLCM Working group on Mandatory Age of Separation (MAS), seeking the views of Committee members on whether, in view of the latest developments, the need was felt to coordinate the implementation of the MAS by the organizations and whether HLCM wished to instruct its Networks on whether and/or how to engage in the forthcoming discussions with the ICSC.

109. Various discussions had been held on the MAS since HLCM's 23rd Session. The ICSC had decided to support the Pension Board's request to the General Assembly to increase the normal age of retirement for new staff to age 65 and to "request its secretariat to work with organizations and staff representatives to prepare a strategic review of the implications of applying the increased mandatory age to current staff members". The question of the increase of the Normal Age of Retirement would be considered and decided on by the General Assembly during its 67th or 68th sessions with a view to the implementation of an amendment to the Fund's Regulations effective 1 January 2014. Organizations were notified that they had until that date to modify their Staff Regulations in order to align their MAS to the new Normal Age of Retirement for staff joining the system after 1 January 2014. In the meantime, organizations would have the opportunity to discuss with the ICSC any MAS-related issues with respect to staff in service prior to 2014.

110. Committee members noted that it was important to synchronize mandatory age of separation and normal age of separation, and indicated their plan to pursue this issue through their governing bodies. All members noted the need to respect the rights of current staff while pursuing the implementation of the proposed new mandatory age of separation, as well as the need to keep staff informed, particularly on how the new regime may affect them.

111. The Staff Federations re-iterated the positive indication received from their constituencies with respect to the possible increase of the Mandatory Age of Separation to age 65 also for current staff, while respecting all acquired rights.

➤ HLCM:

112. Expressed appreciation to the Human Resources Network for the extensive work undertaken and took note of the briefing provided on the outcome of the ICSC 75th session and of the 25th Session of the HR Network;

113. Thanked the ICSC Vice-Chairman for informing the Committee about the forthcoming review of UN Conditions of Service and for his invitation to HLCM member organizations to take active part in it, and indicated that the process and timetable of the planned review, including the modalities foreseen to involve all relevant stakeholders in it, should be articulated in detail and communicated as soon as possible;

114. Took note of the ratification of the revised Inter-Organization Agreement concerning Transfer, Secondment or Loan, and requested consistent applications of the revised Agreement by all organizations;

115. Endorsed the decision of the HR Network to agree to option 2 of the UNDG discussion note on incentive mechanisms for Resident Coordinators, i.e.: “ *For all organizations, mandatory right of return for Resident Coordinators to their home agencies and, to the extent possible, retention of grades received while serving as Resident Coordinators.*”
116. Endorsed the Network’s decision to undertake a review of current inter-agency mobility practices to identify bottlenecks and solutions for a full implementation of the newly adopted Inter-Organization Agreement, as well as explore and develop proposals on non-financial incentives for Resident Coordinators, in collaboration with UNDG;
117. Asked the HR Network to report back to HLCM on progress in the application of the Agreement and the implementation of the decision regarding Resident Coordinators by September 2013;
118. Encouraged member organizations to consider and launch any necessary processes within their respective governing bodies as well as any organizational and procedural adjustments to raise the mandatory age of separation to age 65 years for new staff members once the General Assembly will have decided on this matter;
119. Decided that the participation by HLCM member organizations in the forthcoming strategic review by the ICSC Secretariat of the implications (including cost-benefit analyses; financial aspects; succession planning; ASHI; and, any other relevant issues) of applying the increased mandatory age to current staff members should take place through the HR Network and through the Chair of the Working Group on Mandatory Age of Separation, which would continue its study and analysis of the matter.

B) FINANCE AND BUDGET



Documentation:

- ✓ *CEB/2012/HLCM/FB/13/Rev.1 – Progress report from the IPSAS Task Force*
- ✓ *CEB/2012/HLCM/FB/17 – FB Network conclusions – UNSMS 2010-11 & 2012-13 cost-shared budgets*

(i) Finance and Budget Network update on its current priority activities:

120. The Co-Chair of the Finance and Budget Network briefed the Committee on the Network’s current priorities and recent achievements.
121. The Financial Statistics Database & Reporting System project, funded through the HLCM trust Fund on Business Practices, was nearing completion, providing an on-line, comprehensive and reliable one-stop access to financial information on the budgets, expenditures, sources and overall usage of resources allocated to the entire UN system. Achieved results also include an improvement in the consistency of data collection; more timely consolidated financial data, analysis and reports for the various stakeholders; an integration of existing databases and elimination of data collection overlaps with corresponding reduction of workload for agencies. Upon completion, the Financial Statistics Database would be made available on the CEB website.
122. The Common Treasury Services project was making considerable progress in all four functional areas as already approved by HLCM (Banking Services, FX Management, Banking Services, Investments), leading towards the realization of improved UN Operational Treasury practices. In particular, a project on Banking Services was projected to enhance operations throughout the UN system and also to strengthen the overall bargaining position of the UN with banks and counterparts. A second project on Forex Management was expected to improve foreign currency management within the organizations who are heavily involved in

currency exchanges and replenishments in field offices. In 2011, for the twelve UN Agencies participating in this initiative, foreign exchange gains amounting to equivalent of US\$ 20 million were generated, deriving from the difference of the competitive foreign exchange rates obtained versus the prevailing UN operational Rate of Exchange (UNORE). In terms of return on the investment of approximately USD 700,000 made by HLCM and the donors with the KPMG study on treasury services, this initiative had paid back ten times in only one year. Also, these savings represented real cash, going into increased resources for programmatic activities.

(ii) Safety and Security Costs: (2010-2011 and 2012-2013 cost-shared budgets)

123. The Committee was informed that FB Network had agreed that its Working Group on Safety and Security Costs, led by WFP, would continue to pursuing alternative approaches for the cost-sharing mechanisms related to the UN Security Management Systems, aimed at enhancing the transparency, fairness and equitability of such mechanisms and processes. Timeline and deliverables towards the completion of this exercise would be discussed at a forthcoming videoconference of the Working Group.

124. The Network Co-Chair noted that the decisions of the FB Network on the 2012-2013 and the 2014-15 jointly-financed activities (JFA) of the UN Security Management System (UNSMS), as reflected in document CEB/2012/HLCM/FB/17, were made at the conclusion of more than one year of extremely contentious discussions. They represented a balanced outcome, which also looked constructively at improving how these jointly financed activities are budgeted for and apportioned among organizations.

125. This exercise had led to a clear sense that there was a need for more transparency. A lot of progress had been achieved, but more was needed, particularly in relation to the use of realistic vacancy rates in budgeting for cost-shared security costs. For this purpose, the Network had established a working group, to be led by UNFPA, to review the governance and process related to the development and approval of JFA budgets and, specifically, the jointly-financed UNSMS.

126. In the discussion it was recognized that that organizations have different methodologies for budgeting and many do not have the flexibility to increase funding for Joint Activities once their biennial budgets have been approved. However, a constructive conclusion had been reached.

(iii) IPSAS Task Force

127. The Committee received a presentation by the Chair of the IPSAS Task Force on the current status of IPSAS implementation and adoption. He noted that eleven organizations had completed their IPSAS implementation successfully, with two organizations issuing their financial statements under IPSAS for the first time and receiving an unqualified audit opinion. Most of these implementers were now engaged in various post-implementation activities and were facing different challenges during the post-implementation phase.

128. Overall, organizations reported that multiple benefits of IPSAS had been realized to date and anticipated additional benefits. The organizations continued to benefit from the lessons learned by sister organizations, shared both bilaterally and through the Task Force on Accounting Standards.

129. The system-wide IPSAS project team continued to support IPSAS implementation and post-implementation in the UN system. The key areas of work performed by the team included: facilitation and communication, monitoring of the IPSAS Board activities, co-ordination of accounting diversity and providing guidance and support.

130. The project's current term would run until the end of 2013, with the presumption of continuation until 2015. The HLCM had requested that a review of the system-wide IPSAS-related activities be undertaken before the end of 2013 to determine the way forward for the project. The Task Force report therefore included the recommendations of an internal review of the system-wide IPSAS project for continuation beyond 2013.

131. The Task Force Chair noted that, although the resource requirements for the system-wide IPSAS project for 2014-2015 were \$1.562 million, funding requirements for 2014-2015, expected to be billed to Task Force members, would be only \$862,000, as the budgetary requirements would be partially funded from the savings from prior years

132. A number of issues were noted in relation to IPSAS. For example, the FB Network was conducting in depth analyses of after service health insurance (ASHI) liabilities, which were also under close scrutiny by the Panel of External Auditors. The various stakeholders involved in the move to IPSAS were appreciating the fact that, when moving to IPSAS, even for organizations that have the same accounting principles, IPSAS statements can differ due to the differences in business models. IPSAS interpretations drive differences and the Task Force was trying to arrive at common definitions where business models are the same. The Technical Group of the Panel of External Auditors was committed to supporting organizations in reaching IPSAS compliance first, and then addressing any open issues with respect to interpretations and different business models.

133. Organizations expressed the need to recognize that IPSAS implementation had cost implications, which would need to be captured and factored into budgets. In relation to benefits from IPSAS, there was a general feeling that it would take time for IPSAS adoption to be accommodated and absorbed before visible benefits can be realized. A sensitive communication strategy on this issue would have to be put in place in each organization, for auditors and other stakeholders.

➤ HLCM:

134. Took note with appreciation of the progress in the Network's activities; commended the valuable results in terms of improved transparency and savings achieved through the Forex Treasury project and the UN Financial Statistics Database and Reporting system; and, encouraged its members to actively engage in the implementation projects on Common Treasury services;

135. Endorsed the Network's decisions on the jointly-financed activities of the UN Security Management System, as agreed at the meeting of 12-13 September 2012 and reflected in the excerpts from the Conclusions of the Meeting, document CEB/2012/HLCM/FB/17;

136. Noted the need and requested the Network to review and address the structural budgetary issues currently preventing a viable and sound process for the budgeting of jointly financed costs by UNSMS member organizations, and agreed that the General Assembly document presenting the 2014-2015 UN-DSS proposed programme budget should state that not using realistic vacancy rates would have an adverse impact on other UNSMS member organizations' budgets;

137. Requested the Network to continue its consideration and analysis of After Service Health Insurance liabilities and Accrual Budgeting, the latter particularly with respect to capital expenditure;

138. Approved the continuation of the system-wide IPSAS project until the end of 2015 at a reduced resource level of \$1.562 million, consisting of one P-5, one P-4 and one GS staff, supplemented by the use of consultants;

139. Requested another review before the end of 2015 for institutionalizing the support for continued IPSAS-compliance, through a further reduced team under the CEB framework;

140. Noted the need to communicate the cost implications of IPSAS adoption, as well as the realistic projected timing of the realization of benefits that IPSAS will generate;

141. Noted that IPSAS accommodates diversity of business models among implementing organizations, and such flexibility should be recognized within the UN system.

C) INFORMATION AND COMMUNICATION TECHNOLOGY



Documentation:

✓ *CEB/2012/HLCM/HR/25 - General Top Level Domains (gTLDs)*

(i) Briefing on the Network current priority activities

142. The ICT Network continued to focus its activities in the priority areas of cyber-security, data communications, ERP process harmonization, ICT costing and country-level ICT harmonization and standardization. In addition, the Network had reviewed its working methods to ensure a more effective interaction amongst its membership and had begun to explore the value of a system-wide strategic framework, intended to guide agency ICT directions for the next few years.

143. On behalf of the Chair of the ICT Network, the CEB Secretariat's Senior Advisor on Information Management Policy Coordination informed the Committee of the current activities in these areas, noting that the ICT Network had held its first virtual meeting at the end of the previous week. This meeting, deemed a success by its participants, utilized technology implemented by ITU which allowed remote participants to have a much more interactive experience than would otherwise have been possible using either a straight videoconference or teleconference. The meeting focused on two issues: the upcoming World Conference on International Telecommunications (WCIT) and the development of a system-wide strategic framework for ICT. The presentation noted that the outcome of the WCIT, while not directly related to the activities of the Network, could nevertheless have an impact on how the world moves forward with telecommunications and ensures freedom of access.

144. On cyber-security, the Network had been making progress in the areas of standards, policies, awareness and incident response and would have an opportunity to move forward in these and other areas at its 2012 ICT Network Information Security Symposium, conducted by ITU and hosted by ILO during the first week of October. This event, which would bring together the chief information security specialists from across the UN system, expanded the collaboration and information sharing potential among a broad range of institutions and included for the first time specialists from the International Financial Institutions as well as noted experts in the industry, such as Mr. Eugene Kaspersky, the principal of Kaspersky Labs, one of the world's most respected cyber-security companies.

145. On data communications, the presentation noted that progress on its two major initiatives, the UN Core Gateway and the implementation of IPv6 was proceeding slowly due to limited dedicated resources, but that common procurement of terrestrial and satellite communications services was proceeding. In the area of ERP, the two special interest groups within the Network held their first joint meeting, which explored ways they could work together, focusing on a range of issues, including data warehousing and business processes. The ICT costing project, which had been reported to HLCM in past sessions, was reaching its concluding stages and the Network was considering ways to sustain this effort.

146. Within the area of country-level ICT coherence, the Network had integrated lessons learned from the Mozambique implementation of a shared ICT infrastructure during a recent high-level ICT mission to

Zimbabwe. That mission recommended that country teams focus their ICT activities on strengthening business solutions, and utilize as much as possible local, commercially available ICT infrastructure services for areas such as data communications. Finally, the presentation noted several changes to the working methods of the ICT Network, including meeting more frequently using virtual meeting technologies as well as beginning to explore a strategic framework that can help guide the development of a coherent approach to ICT across the UN system.

147. ITU called on agencies to monitor the outcome of the WCIT in December, noting that significant misinformation had circulated about the objectives of the conference, which was about the free-flow of information, development of broadband and ensuring affordable access. Others noted that cyber-security remained an important area, as well as the need to mainstream ICT into programmatic areas, while remaining focused on ERP interoperability, and resisting unrealistic calls for implementing a single UN ERP.

(ii) Internet Corporation for Assigned Names and Numbers (ICANN)

148. The Committee was informed that the Internet Corporation for Assigned Names and Numbers (ICANN) had begun the process of expanding the names used for its generic Top-Level Domains. Without some action by the ICANN to block the use of names and acronyms of intergovernmental bodies, the costs for protecting these names could be very high for agencies. The briefing note CEB/2012/HLCM/HR/25 provided for a description of the background and main issues confronting organizations of the system. Key risks for organizations stemmed not from the registration of new generic top level domains, but in the costs involved in monitoring and addressing the use of the names and acronyms of intergovernmental bodies at the second-level, should the ICANN decide not to protect these. The ICANN board meeting would take place in October and this issue may be addressed there. The HLCM was advised to work with their legal, ICT and public information offices to monitor the developments at the ICANN and to take action recommended by these departments. In addition, the HLCM was informed that, should the ICANN decide not to protect these names at the second-level, they may wish to include in the budgets of relevant departments (legal, public information, ICT) costs associated with monitoring and taking action should their name or an acronym associated with their organization be used at the second-level without their permission.

149. The HLCM chair reiterated the importance of this issue, and the CEB Secretariat Director indicated that this issue had been raised with the Chair of the Administrative and Budgetary (5th) Committee of the General Assembly. Some organizations noted that this was an instance where decisions by a body such as ICANN, which operates outside the global governance environment, can have an effect on intergovernmental agencies and, in that connection, suggested that the WCIT might be an opportunity to raise this point.

➤ HLCM:

150. Took note with great appreciation of the current activities of the ICT Network, and underlined the need to focus on interoperability of ERP systems and not on a single ERP;

151. Noted the importance of the on-going developments related to the protection of Generic Internet Domain Names of the UN system and the seriousness and adverse budgetary impacts that such protection may entail for UN system organizations. The Committee encouraged organizations to follow closely the discussion of respective legal offices with ICANN, and asked ITU to raise this topic and the upcoming World Conference on International Telecommunications.

D) PROCUREMENT



Documentation:

✓ *CEB/2012/HLCM/HR/22 – Overview of Activities*

(i) Overview of Procurement Network's Activities

152. The Chair of the Procurement Network offered a detailed overview of the work undertaken by the Network Working Groups and Projects, as a follow up to the Committee's request to provide regular updates on their activities.

153. The Network Chair noted that the increasing ability of the members of the Procurement Network to collaborate effectively was seen as the key to being able to deliver effective and efficient procurement in the UN system, especially given the considerable overall size of procurement volume for goods and services of the United Nations system, and despite its decrease during 2011 to USD 14.3 billion from USD 14.5 billion in 2010. This was the first recorded decrease in the annual reporting of UN procurement volume since 2002.

154. In 2011, UN procurement from developing countries and countries with economies in transition increased by USD 126 million over 2010, further building upon the USD 826 million increase from 2009 to 2010. This represented a share increase of 57.7 percent in 2010 to 59.7 percent in 2011. Procurement in industrialized countries decreased from 41.7 percent in 2010 to 39.2 percent in 2011.

155. The Network assured the Committee that efforts on collaborative procurement at Headquarters duty stations were ongoing. Examples of successful procurement collaboration at Headquarters locations included the Common Procurement Activities Group in Geneva, composed of fifteen organizations, which obtained efficiencies and cost avoidance of more than USD 30 million in 2011. The Common Procurement Team in Rome, composed of three organizations, obtained efficiencies and savings in the region of USD 1 million in 2010. The Harmonization Working Group was also gathering data on savings realized through common procurement initiatives at the field level.

156. One of the key areas of work for the Network as it moved forward was accurate and harmonized measurements. In this regard, the PN would be undertaking a review of terminology and methodology for determining benefits, with the objective of giving organisations an effective measure of the value that procurement brings, in a manner that could stand up to scrutiny. The study shall concentrate on areas where sustainable and mutually agreed to balanced metrics scorecards can be found, as well as looking at criteria like effectiveness, market price, key performance Indicators, avoiding to drive suppliers out of the market, and value for money.

157. The successful completion of the first phase of the Harmonization project was reported, with deliverables including revised and simplified inter-agency guidelines for procurement in the field titled "Common UN Procurement at the Country Level", as well as a series of criteria that would simplify cooperation in the field, which would have to be included in organizations' internal regulatory framework. The Network also endorsed the development of a standardized table of content for UN procurement manuals and recommended its members to adopt this in their procurement manuals over time and as appropriate. Document CEB/2012/HLCM/HR/22 reflected the status of implementation of all recommendations, which was being monitored on a semi-annual basis.

158. The Harmonization working group had also created a common Glossary of terms for use by procurement practitioners. The creation of such a glossary would improve the possibilities for collaboration both in the field and at the headquarters level. The group intended to update the UN Procurement Practitioner's Handbook, which would include the Glossary and would further enhance the ability to cooperate.

159. The Harmonization working group continued to liaise with training focal points of PN member organizations to include the 'Common UN Procurement at the Country Level' and the developed training material into agency specific procurement training courses and certification programmes.

160. The Network would seek funding from the HBP Steering Committee for the proposed Harmonization Project Phase II, which had both an HQ and a country level component. The objectives of Phase II of the project would be to: scale up implementation of common procurement at Field level; revise the content of the Procurement Practitioner's Handbook; assess harmonization of specific procurement-related documents (solicitation documents, contract templates, general terms and conditions); and follow-up on implementation of decisions of earlier project phases.

161. In regards to the implementation of Model Policy Framework for Vendor Eligibility, four organizations had adopted it (UN secretariat, UNDP, FAO and UNFPA - they were two in March 2012), while fourteen agencies had indicated that consultations were underway.

162. The on-going Collaborative Procurement of Vehicles project funded by the HBP had started and the data gathering phase had been completed. The Chair noted that the UN system spends US\$ 300 million annually on vehicles and there had been no major attempts to consolidate volumes. This project was expected to yield between 1 to 20% of savings, partially depending on participation.

163. An HBP proposal on reforming the common Vendor Registration Process of the United Nations Global Marketplace (UNGM) was presented at the 11th HLCM-Procurement Network meeting in Jordan and unanimously endorsed by the UNGM Membership and the PN. The HLCM Steering Committee for the HBP approved the financing of the project implementation in June 2012. A Memorandum of Agreement was under finalization. This project aimed at solving issues of mortality rate, backlog, response time, as well as manual check in basic registrations. The project was set to kick-off in October 2012 and to be completed by September 2013.

164. In other collaborative procurement initiatives, the PN had just completed a cargo and warehouse insurance procurement project led by UNDP and including requirements of UNOPS, UNICEF, UNFPA and FAO. The results of the tender had led to savings of between 21-41% for UNICEF and 61-77% for the other four agencies. The annual premiums were reported to be 53% lower than the current premiums, with savings of US\$ 1.8 million.

165. Finally, following the results of a survey on the interest to undertake collaborative procurement on ICT goods and software, a major area of expenditures for most organizations, the Procurement Network had decided to approach the ICT Network to explore the feasibility of such work.

166. In the ensuing discussion the Committee recognized the considerable work completed and indicated that it could be time to come up with new challenges for the Network. Specifically, the Network could start looking at sustainability issues, in full observance of the outcome of on-going intergovernmental processes on this topic.

167. Many members acknowledged that the investments by the HLCM into procurement initiatives had been considerably useful, particularly for smaller organizations that had benefitted tremendously of the collaborative work. Therefore, the follow up to the harmonization project was seen as particularly important.

➤ HLCM:

168. Took note with appreciation of the report by the Procurement Network and of the commendable results achieved, and recommended to intensify efforts to deliver cost savings and improved effectiveness through joint and collaborative procurement initiatives.
169. Commended the Network on the successful completion of the Harmonization Project, endorsed its continuation, and asked the Network to continue to report progress on the implementation of the project recommendations.
170. Requested the Network to explore ways for the UN system to leverage on its considerable total spend to advance the adoption and enforcement of sustainable procurement principles, in particular in the areas of vehicles, ICT, premises, travel, and hotels & events.

IX. Open session

171. The discussions undertaken during this session were of private nature, therefore they are not reflected in the meeting report, which only records its agreed conclusions, as follows:
172. The Committee decided that the CEB Secretariat would undertake consultations with HLCM member organizations and develop a Strategic Plan for the next three to five years, with specific focus on the need to prepare and conduct discussions of strategic nature on subjects of key relevance for the most senior managers of the UN System organizations.
173. The Plan would also include proposals for revised *working arrangements* for HLCM meetings, address the relationship with UNDG and HLCP, as well as with HLCM Networks, and the issue of format and timeliness of documentation.
174. The *working arrangements* will respond to some criteria as already formulated by the Committee, i.e.:
- a. HLCM to provide strategic guidance to its Networks on priorities and objectives to focus on, and to empower the Networks to take decisions on its behalf;
 - b. Organizations to ensure representation in Network meetings at a level with full decision-making authority in the respective domains;
 - c. Networks' reporting to the Committee to be streamlined through virtual clearance of decisions already agreed, with face-to-face review only of subjects of strategic and/or contentious nature;
 - d. Network meetings to be scheduled sufficiently in advance of HLCM sessions, to allow proper reporting to the Committee;
 - e. HLCM to ensure accurate coordination with UNDG mechanisms in the development and implementation of respective programmes of work.

175. The development of the HLCM Strategic Plan would take place within a timeline that would allow this work to be informed by the outcome of the QCPR negotiations, and to feed its results into the on-going second phase of the CEB Review, which is expected to be completed by the Board's first regular session in 2013.

176. The Committee will endeavor to convene a Retreat in the month of January 2013, to review the draft Strategic Plan and *working arrangements* and formulate its input in the CEB Review. The Plan and *working arrangements* would be subsequently finalized for approval at the HLCM 25th Session in 2013.

ANNEX I

List of Participants

Chair: Mr. Francis Gurry, WIPO
Vice-Chair: Ms. Jan Beagle, UNAIDS
Secretary: Mr. Remo Lalli, CEB Secretariat

Organization	Name – Title – Division
United Nations	Mr. Yukio Takasu, USG, Department of Management
	Mr. Gregory Starr, USG, Department of Safety and Security
	Ms. Mbaranga Gasarabwe, ASG, Department of Safety and Security
	Ms. Catherine Pollard, ASG, Office of Human Resources Management / HR Network Co-Chair
	Ms. Gina Casar, ASG and Controller
	Mr. Chandramouli Ramanathan, Deputy Controller / Chair of IPSAS Task Force
	Mr. Pedro Guazo, Director, Accounts Division
	Ms. Donna Marie C. Maxfield, Chief of Staff, DPKO/DFS
	Ms. Anne Marie Pinou, Special Assistant to the USG/DSS, Secretary of IASMN, and OIC of DSS Policy, Planning and Coordination Unit
	Ms. Ruth de Miranda, Chief, Human Resources Policy Service
ILO	Mr. Greg Vines, Deputy Director-General for Management and Reform
FAO	Mr. Nick Nelson, ADG, Corporate Services, Human Resources & Finance Department
UNESCO	Mr. Getachew Engida, Deputy Director General
	Ms. Ana Luiza Thompson-Flores, Director, HR Management / HR Network Co-Chair
ICAO	Ms. Fang Liu, Director, Bureau of Administration and Services
WHO	Mr. Mohamed Jama, ADG, General Management
PAHO	Mr Guillermo Birmingham, Head of Administration
World Bank	Mr. Trikkur V. Somanathan, Director, General Services Department
	Mr. Jeffrey Culver, Head of Corporate Security and Business Continuity
	Mr. Adeyinka Okuwoga, Manager, General Services Department, Support Services
	Mr. Vivek Chaudhry, Manager, General Services Department, Strategy and Finance
IMF	Mr. Frank Harnischfeger, Director, Technology and General Services Department
ITU	Ms. Julia S. Watt, Chief, Human Resources Management Department
WMO	Mr. Joachim Müller, Director, Resource Management Department

Organization	Name – Title – Division
WIPO	Mr. Francis Gurry , Director General / HLCM Chair
	Mr. Ambi Sundaram , ADG, Administration and Management
	Ms. Chitra Narayanaswamy , Director, Resource Planning, Program Mgt. & Performance Division
IFAD	Ms. Lakshmi Menon , Head of the Corporate Services Department
UNIDO	Ms. Sotiria Antonopoulou , Director, HR Management Branch & Deputy to the Managing Director, PSM
IAEA	Ms. Janice Dunn Lee , Deputy Director-General and Head of Management
UNWTO	Mr. José G. Blanch , Director, Administration and Finance
UNAIDS	Ms. Jan Beagle , Deputy Executive Director, Management and External Relations / HLCM Vice-Chair
UNDP	Mr. Jens Wandel , ASG, Assistant Administrator and Director, Bureau of Management / Co-Chair of the UNDG Joint Funding & Business Operations Network
	Mr. Darshak Shah , Deputy Assistant Administrator, Deputy Director, CFO / FB Network Co-Chair
	Ms. Irina Stavenscaia , Management Specialist, BOM
UNICEF	Mr. Martin Mogwanja , Deputy Executive Director
	Ms. Lori Issa , Coherence Specialist, Office of UN and Inter-Governmental Affairs
WFP	Mr. Robert Opp , Director, Business Innovation & Support
UNFPA	Ms. Anne-Birgitte Albrechtsen , Deputy Executive Director (Management)
	Mr. Subhash K. Gupta , Director, Division for Management Services / Chair of the UNDG High Level Group for SOPs
UNRWA	Mr. Neil Ashcroft , Acting Director, Administrative Support Department
UNHCR	Mr. T. Alexander Aleinikoff , Deputy High Commissioner for Refugees
UN-HABITAT	Ms. Cecilia Martinez , Director of the UN-Habitat Office, New York
UNOV/UNODC	Mr. Dennis Thatchaichawalit , Director, Division for Management, UNOV and UNODC
UNEP	Mr. Christophe Bouvier , Chief, Office for Operations
UNOPS	Mr. Vitaly Vanshelboim , Deputy Executive Director
UNCTAD	Mr. Adnan T. Issa , Chief, Resources Management Service
ITC	Ms. Eva K. Murray , Director, Division of Programme Support
UNWOMEN	Ms. Giovannie Biha , Director, Division of Management & Administration
UNOG	Ms. Boi-Lan Lemoine , Deputy Chief, Purchase and Transportation Section / Procurement Network Chair
UN-DOCO	Ms. Deborah Landey , Director
CEB	Mr. Thomas Stelzer , CEB Secretary & ASG for Policy Coordination & Inter-Agency Affairs, UN-DESA

Organization	Name – Title – Division
CEB Secretariat	Ms. Simona Petrova, Director
	Mr. Remo Lalli, Secretary, High Level Committee on Management
	Ms. Phyllis Lee, Secretary, High Level Committee on Programmes
	Mr. Ronny Lindstrom, Senior Advisor on Harmonization of Business Practices
	Mr. Ken Herman, Senior Advisor on Information Management Policy Coordination
	Mr. Yasin Samatar, Inter-Agency Officer, High Level Committee on Programmes
IOM	Ms. Laura Thompson, Deputy Director-General
WTO	Ms. Mira Bancelj, Director, Human Resources Division
ICSC	Mr. Wolfgang Stoeckl, Vice-Chairman
FICSA	Mr. Mauro Pace, President
CCISUA	Mr. Phocus Ntayombya, Chairperson, UNICEF Global Staff Association
UNISERV	Mr. Dimitri Samaras, President
	Mr. Stephan Flaetgen, First Vice-President of Staff Council

ANNEX II

Checklist of documents

Revised Provisional Agenda	CEB/2012/HLCM/15/Rev.1
Provisional Programme of Work	CEB/2012/HLCM/15/Add.1
Inter-Agency Security Management Network (IASMN) - Proposed Policies	CEB/2012/HLCM/16
IASMN - Guidelines (Armed Private Security)	CEB/2012/HLCM/16/Add.1
IASMN Policy and Guidelines on Special Events	CEB/2012/HLCM/16/Add.2
IASMN Policy on Improvised Explosive Devices	CEB/2012/HLCM/16/Add.3
Stock-taking exercise - Support to Survivors and Affected Families	CEB/2012/HLCM/17
Stock-taking exercise – Add. 1 - Compilation of responses from organizations	CEB/2012/HLCM/17/Add.1
Decisions of the Policy Committee of 9 April (<i>confidential</i>)	-
Status of discussion related to the Simplification & Harmonization of Business Practices for Operational Activities: The QCPR and DaO --- <i>includes excerpts from:</i>	CEB/2012/HLCM/18
- Report - Independent Evaluation of the Lessons Learned from Delivering as One	-
- Outcome document: Tirana High Level Inter-governmental Conference on DaO	-
- Report of the Secretary-General on QCPR	-
- Addressing country-level bottlenecks in business practices	CEB/2010/HLCM-UNDG/1
HLCM's role & achievements in simplification & HBP	CEB/2012/HLCM/19
Draft Mgt. Response to recommendations in the DaO Independent Evaluation Report	-
Compilation of preliminary comments provided electronically	CEB/2012/HLCM/24
Internal controls, accountability & risk management frameworks	CEB/2012/HLCM/20
EMG - Strategic plan for sustainability management in the UN system	CEB/2012/HLCM/21
Report of the HR Network meeting (27-29 June 2012)	CEB/2012/HLCM/HR/28
Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations (ratified)	-
Note by UNDG WG on RC system issues on incentive mechanisms for RCs	-
Note by the WG on Mandatory Age of Separation in the light of the Conclusions of the UNJSPF Board regarding Normal Age of Retirement (NAR)	CEB/2012/HLCM/23
UNSMS 2010-2011 and 2012-2013 cost-shared budgets (FB Network Conclusions)	CEB/2012/HLCM/FB/17
Progress report from the IPSAS Task Force	CEB/2012/HLCM/FB/13/Rev.1
General Top Level Domains	CEB/2012/HLCM/25
Overview of activities of the Procurement Network	CEB/2012/HLCM/22
Update on Programme Criticality	CEB/2012/HLCM/XXIV/INF.1

ANNEX III

Statement by CCISUA

Mr Chairman, ladies and gentlemen, once again let me begin by thanking HLCM for giving CCISUA the opportunity to dialogue with you. While CCISUA is grateful that the Staff Federations are invited to participate in a number of agenda items, from the outset CCISUA wishes to re-iterate that the situation could be further improved and nothing less than full inclusion in HLCM 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 HLCM.

On behalf of CCISUA and its 17 Member Organizations representing more than 60,000 staff members, let me take a few minutes to provide you our views and positions on some of the key agenda items being discussed at this session.

Security and Safety of Staff

Security remains staff's single and most critical pre-occupation. Concerns about staff security and safety continue to rise as we see unsettled global situations that are becoming more frequent. The world has become increasingly dangerous and unsafe, and United Nations staff members are more and more frequently called upon to work in very dangerous and hostile environments around the world. Attacks directed against United Nations staff in Abuja (Nigeria), Afghanistan, Algeria, Iraq, Pakistan, Somalia, Sudan, all of which have tragically resulted in many deaths and serious injuries are constant reminders. **We pay special tribute to the memory of all our dear colleagues who continue to lose their lives in the service of humanity.**

CCISUA recognizes that the UN faces political pressure to deliver programmes rapidly and cost-effectively. Likewise we recognize that people throughout the world deserve the support and assistance of the international community. However, the UN and the Member States should and must ensure that UN staff members have the necessary resources to carry out their functions without facing undue risks, and implement measures to address the security needs of staff working in the dangerous and hostile environments. And if we fail to learn from our past mistakes and correct our policies, these tragedies are certain to be repeated.

On this critical point, CCISUA reminds once again that issue of cost reduction and savings should not and must not be used by the Organization to down-grade or compromise on security of staff. There is no price to be put on the lives of staff members. As very often reiterated, ***staff are the most important resource of the Organization.....***

CCISUA represents a growing number of field-based staff. Concerns about their security and safety have not abated, but rather increased as UN working environments are becoming even more challenging. And available data has revealed that the majority of recorded security incidents, including the critical ones have involved locally recruited staff and Field Service staff. The Brahimi Report "*Towards a Culture of Security and Accountability*" (2008) also highlighted this new reality and pointed out that national staff may actually be more at risk and targeted, and called upon the UN to recognize this new risk factor to national staff.

Therefore, CCISUA takes this opportunity once again to stress that *all* UN staff, regardless of contractual status, grade, level or place of recruitment must be protected by the Organisation. **Equity** should and must be paramount when dealing with matters of staff safety and security..... **Life is life**, and no staff category should be perceived to be less important than the other. CCISUA remains very committed to working with the Inter-Agency Security Management Network to find swift and appropriate responses to staff security challenges.

Furthermore, CCISUA has taken note of the report "*Dangerous Partnership: Private Military & Security Companies and the UN*", recently published by the Global Policy Forum, and reiterate its concerns regarding the increasing use of **private security contractors (PSCs)**. We hereby emphasize that if security-related operations cannot be conducted using UN Security personnel, the military or national security forces from contributing Member States, then **UN staff should not be deployed in those areas**. Using private security contractors raises concerns about reporting lines, quality control, use of replacement staff and other critical issues.

In light of all these concerns therefore, CCISUA argues the UN to stop using private security contractors to protect UN staff. We also wish to stress that Security Risk Assessments should be mandatory for every location where UN staff members are working.

Mandatory Age of Separation

CCISUA congratulates the **United Nations Pension Board** for the decision to increase to 65 years the Normal Age of Retirement for new participants of the Fund with effect not later than from 1 January 2014. Likewise, we commend the ICSC for supporting the Board's recommendation. For CCISUA, and I am sure, for our sister staff federations, this is a very important step forward towards changing the mandatory age of separation (MAS) in the UN Common System.

Furthermore, as a member of the Working Group on MAS, CCISUA has supported the proposition that the *mandatory age of separation is raised for all staff - new and existing ones to 65 years*, thus allowing existing staff to stay on without having to ask for special approvals of the Executive Heads, while taking into account the need to maintain their acquired rights to those who may wish to retire with their full benefits at 60 or 62 years.

This has been supported by the majority of staff in the surveys carried out by different staff Federations. They support an increase in the mandatory age of retirement to 65 years. CCISUA will continue to follow this issue very closely.

Delivering as One

CCISUA takes note of the Report of the High Level Intergovernmental Conference on Delivering as One (DaO_) – Tirana Conference, as well as that of the Independent Evaluation of “DaO”, and the related recommendation and lessons learned. We have also taken note of the remaining highlighted challenges before full implementation of the Approach. Evidently much more will have to be done so that the “Approach” can be considered a great success.

And whilst CCISUA agrees that there has been commendable progress, we believe that the voluntary implementation of “DaO” Approach continues. We also agree that emphasis should be placed on developing a strong measurement system to assess progress in the respective areas of work in terms of cost savings and efficiency gains, including value for money. Furthermore, it is very important never to lose sight of the perspective that the mission of “DaO” is to promote development throughout the world. Therefore the mission should be more important than the system itself.

We also hasten to underline that as we speak of “**One Voice**”, it is critically importance to ensure formal staff consultation and participation at all levels - **country, regional and global** levels, including being represented in the “joint boards/councils” that are established to advance development of DaO approach.

Sustainability Management in the UN System

“**The Future We Want**” CCISUA supports that common vision and mission to – promote an environmentally sustainable future for our planet and for present and future generations.

We have also taken note of the initiatives taken by the UN common system – where the UN, in performing its work, aims to prevent or mitigate damage to the environment. CCISUA fully supports these initiatives. We want to stress, however that we want to be your partners not only in the implementation but also in the decision making process. So far we concerned that many measures are taken without following the established consultation procedures and staff members do not seem to have opportunity to provide inputs before they are implemented.

Take for example recent decisions at UN Headquarters concerning minimum and maximum temperatures in the work place. These ended up being ineffective and actually caused unnecessary stress to staff members.

Interagency mobility

Regarding **interagency mobility**, CCISUA recognizes progress so far made. From the outset we want to underline the importance to harmonize working conditions in order to make mobility attractive to staff. In particular, it is

important to ease administrative bottlenecks existing in the Organization. They include for instance, such issues as:- recognition of promotions, experience gained while serving in other organizations, and recognition of internal nature of applications for secondments. These need to be sorted out.

Clearly if the Secretary General really wants to see mobility fully implemented solutions to some of these issues must be found. For now CCISUA wonders how staff mobility can be enhanced and implemented while years served away from the home organization are often not given credit. That is why the right of return is so critical.

Nevertheless, CCISUA takes note of the proceedings to ensure that staff concerns are addressed, and possibilities increased for secondment and other arrangements that benefit both, the UN and staff development. And CCISUA commits to continue to play an active and constructive role to advance on-going work in this important area.

Support to Survivors of Malicious Acts & Natural Disasters and Affected Families

CCISUA takes note of the report - *“Stock-taking exercise: Support to survivors and affected families”* and commends its findings. We also take note of problem areas and gaps highlighted by the report. As shown, different UN agencies, Funds and Programs use different standards as pertains to extending **benefits** and **entitlements** to staff members and others employed by those UN entities (non-staff personnel) for service incurred injury, illness, death or disability.

Unfortunately the report fails to make any concrete proposals on how to address existing problem areas and gaps.

Several of our members were present during and in the aftermath of the Abuja attack; from that experience, we learned that not enough support is being provided to the families of staff members who perished under attack and, most significantly, that no support at all is provided to victims which are non-staff personnel and their families.

When a UN compound is singled out and an attack occurs, those who die or are hurt, as well as their families, should be treated in the same manner, be them staff members or not. In whatever capacity, they suffered the consequences for providing services to the UN.

CCISUA appreciates the fact that counsellors were immediately made available to those affected, although there continues to be more and urgent need for them even one year after. We also appreciate the support extended to families to support their children’s education through the UN Memorial Fund. However, we suggest that a specific Emergency Trust Fund is created for non-staff personnel and their families in case of tragedy.

CCISUA calls upon HR Network and HLCM to lead the way and ensure action is taken to address the “roadblocks/problem areas” identified in the stock-taking report. Applying double standards in matters of service-related injury or death following malicious acts is unacceptable and should not be allowed to continue. As we have stressed, life is life, and no staff category should be perceived to be less important than the other.

Finally, Mr Chairman, let me conclude by thanking you again for the opportunity for CCISUA to participate in the HLCM, though not for all sessions. We maintain our commitment to working with the different parts of the CEB to foster a better environment for staff.

ANNEX IV

Statement by FICSA

Let me first congratulate Mr Frank Gurry on his appointment to the prestigious and challenging role of Chairperson of this Committee. In recent years FICSA has intensified its presence in the HLCM with a view to achieving a more meaningful dialogue. We were able, in consultation with the previous Chairperson, Ms Josette Sheeran; the Vice-Chairperson, Ms Jan Beagle; and with the coordination of Mr Remo Lalli, to make some tangible progress and ensure our presence during your considerations on issues of major interest to us, such as the Report from the HR Network and security matters. Still, we see room to do better and we look forward to continuing a fruitful dialogue with the new Chairperson.

Just a quick look at the agenda of this session can tell how challenging the times ahead of us are. We have listened carefully to Mr Gurry's analysis of the "enormous cost pressure" we, the UN staff and senior management alike, are confronted with in our day-to-day endeavours.

On the other hand, it has to be recognized that we are faced with an equally enormous need for action and services of the United Nations.

We do not deal with commonly traded commodities: our deliverables are not found on the stock market; nevertheless the fundamental correlation between demand and supply makes no exception, where demand increases prices soar as well.

As global demand for peace, development, food security, health, development and assistance to the weakest populations of the world is on the rise, demand on the UN staff has also become more pressing; however, the recurrent request to the organizations is: "*do more with less*". The continuous research of the lowest possible price tag is driving the system beyond a very dangerous break-even point, where the essence of the international civil service will be lost.

Today more than ever, the world needs efficient and independent United Nations, nothing more or less than the Secretariat described in Articles 100 and 101 of the UN Charter. Attracting and retaining staff of the highest calibre has its cost and we all agree that it should be a fair one. The point is what is a fair equilibrium price?

We are aware that national budgets are shrinking and not a single cent of the tax-payers money should be lost in inefficiency and waste; a lot has been done but we can still do better, including by reversing some of the measures taken, which may create the illusion of efficiency gains while hiding at the same time considerable costs. One example would fit: the massive recourse to outsourcing.

FICSA recognizes that the solution is complex and should include a review by the Member States of their spending priorities. The world should invest more in the United Nations and we should convince the world that it is an investment worth doing. We, the staff of the UN, have a fundamental role to play in this respect.

Mr Chair, colleagues of the HLCM,

We welcome the fact that under the improved ground rules for dialogue, our presence in your meeting room is not limited anymore to a single agenda item; we shall therefore limit this opening statement to a few, general considerations. Substantive considerations will be made on individual agenda items.

We look forward to discussing the report of the UN Department of Safety and Security. The policy on the use of private security companies raises an array of concerns in terms of accountability and primary responsibility for the safety of staff and their families. The 2008 report "Towards a Culture of Security and Accountability", also known as the Brahimi report, which followed the bombing at the Hotel Canal in Baghdad in August 2003, on this matter was

unequivocal: “As an employer, the UN continues to be legally and morally responsible for the security and safety of its staff and their dependents”.

We were therefore taken aback, to say the least, in noting that the policy document submitted for your consideration quotes “*The primary responsibility for the security and protection of United Nations personnel, their eligible family members, and the premises and property of United Nations Security Management System organizations rests with the host Government.*”

The Brahimi report went even more in depth and foresaw an increasingly controversial issue that today, ten years after its publication and in the aftermath of the bombing in Abuja, is showing its legacy of inequity and injustice: “*The great diversity of contractual arrangements affects the security and safety of personnel by creating groups of UN personnel with different insurance coverage arrangements and other entitlements*”.

Mr Chair, colleagues of the HLCM,

The inappropriate use of non-staff contracts as a shortcut to cheaper labour is already deplorable from an equity standpoint; it becomes intolerable when applied to security considerations and the needed support of survivors to malicious acts.

We shall listen and participate to your debate on other issues raised by the most recent sessions of the UN Pension Board, HR Network and ICSC: from the contractual framework to the mandatory age of separation up to the unprecedented suspension of the post adjustment methodology recommended by the ICSC in July, in contradiction with its ruling on the subject.

FICSA wishes you a successful completion of your work.