United Nations System Chief Executives Board for Coordination (CEB)

Second Regular Session for 2015

FORMAL SESSION

ATTACHMENT III

REPORT OF HLCM 30th session – 5-6 October 2015

Chief Executives Board
for Coordination

Conclusions of the Thirtieth Session of the High Level Committee on Management (HLCM)

(IMO Headquarters, London, 5-6 October 2015)

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A. Introduction

1. The High Level Committee on Management held its thirtieth session at the IMO Headquarters in London, on 5-6 October 2015. The meeting was chaired by the Committee's Chairperson, UNESCO Director General, Irina Bokova, and Vice-Chair, UNAIDS Deputy Executive Director, Jan Beagle.

2. The agenda as adopted by the Committee is reflected in the table of contents. The complete list of participants is provided in Annex I. The checklist of documents is in Annex II. All documents related to the session are available on the CEB website at: *https://www.unsceb.org/content/20151005*

3. In opening the meeting, the HLCM Chair underlined the responsibility to strengthen the institutional alignment of the United Nations System's structures with the 2030 Sustainable Development Agenda adopted by Member States. The current UN General Assembly and the political debates on the role of UN family with regards to conflict, humanitarian and refugee disasters, eradication of poverty and tackling climate change call for a transformative developmental action which requires all organizations to change, to modernise, to become more cost effective and to deliver. Making the change, understanding and upholding the different mandates with the aim of serving people is the best proof of the United Nations System being relevant.

4. The Chair noted that, at its 29th session in Paris, the Committee had appealed for organizations to be bold, to consider transformative change ideas across the mandate of the HLCM. The work programme of this 30th session provided ample opportunity to do that.

5. The reference point for HLCM's engagement in transformative actions of the UN system is to answer to the question "what we need to deliver". The ambitious seventeen sustainable development goals aim to strengthen the System's collective ability to drive impact, pursuing its strategic repositioning on the management and operational sides concurrently with the substantive and programmatic one.

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

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

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

B. Thematic discussion: UN system's Operational fit for the new Sustainable Development Agenda

9. The HLCM Chair brought to the Committee's attention the background documentation to inform the thematic discussion. In introducing the item, she recalled some of the key messages from the joint HLCM/HLCP session of October 2014 on the characteristics of a fit-for-purpose UN system.

10. The Chair observed that the UN system has made significant progress in addressing many of the operational imperatives required to support the 2030 Sustainable Development Agenda, including through Organizations' progressively developing global service delivery approaches; implementing several policy platforms for joint and more efficient service provision, especially in the areas of procurement, banking, treasury, and harmonization of financial management practices and definitions; increasing accountability and transparency through the adoption of authoritative international standards such as IPSAS, the Three Lines of Defense; IATI, etc.; investing in data availability and knowledge sharing, including the development of a UN system Data Catalogue; redesigning the United Nations common system of salaries, allowances and benefits, soon to be considered for adoption by the General Assembly; harmonizing human resource policies in the area of recruitment in the field; and, implementing the Delivering as One approach for country level operations through the adoption of Standard Operating Procedures.

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

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

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

14. Some transformational changes to realize a new vision for a global UN workforce had been identified by the HLCM in its discussions in 2014. The ASG/OHRM proposed some topics for discussion. First, acknowledging that staff may rotate in and out of the UN system and also between organizations more than they do today, she noted the need to support and manage permeability between the system and its partners. Mobility of staff fosters professional development, sharing of good practices, and leveraging resources across more than one organization. In order to promote mobility, the UN system could identify common professional groups in several areas that could gradually be managed more jointly to create cross-organizational professional networks. The Assistant Secretary-General further invited members to share their views on the expected role of the human resources function with respect to giving strategic advice, driving change and supporting transformation, and on how HR can help to enable and equip staff to support the "people agenda".

15. The United Nations Under-Secretary-General for Management delivered a presentation on the "UN Secretariat's experience with the new global service delivery approach". With implementation of the first release of the United Nations Secretariat's enterprise resource planning (ERP) system (Umoja) anticipated to be complete by the end of 2015, and a number of other enabling transformative initiatives (e.g., the UN ICT strategy, IPSAS, Global Field Support Strategy, Inspira, and mobility) well advanced, the Department of Management has begun looking for further opportunities to consolidate and integrate administrative processes. To this end, the General Assembly will consider at its seventieth session the report of the Secretary-General on "Framework for a global service delivery model of the United Nations Secretariat" (A/70/323). If endorsed, a detailed proposal, including business case, cost estimates and location options, will be developed for the General Assembly's future consideration, in line with the UN Secretariat's phased approach toward shared services.

16. The Under-Secretary-General expressed appreciation for other UN system organizations' willingness to share their experiences with global service delivery, including through the recent survey completed by the CEB Secretariat, whose results provided HLCM members with a wealth of information on the approach and analysis conducted by organizations when embarking in major initiatives of this type. The Under-Secretary-General noted that three key lessons had emerged from the survey: ensure ERP readiness prior to consolidation; implement strong governance to ensure accountability to stakeholders; and, invest in change management.

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

18. The UNDP Assistant Administrator and Director, Bureau for Management Services spoke on "Expanding collaboration in business operations by harmonization or mutual acceptance of agency business processes". He observed that UN system organizations have been responding to various mandates to simplify and harmonize delivery of administrative services, in particular from the Quadrennial Comprehensive Policy Review (QCPR).

19. The Assistant Administrator indicated that the rationale behind the "mutual acceptance " approach was to enable agencies to make use of each other's institutional infrastructure through the adoption of compatible conceptual, contractual and procedural frameworks in each relevant function, including through the adoption of professional standards, in order to meet local needs for operational support.

20. The Assistant Administrator noted that this was happening to some extent in the present; indeed, the work carried out by HLCM and its networks has applied the concept of harmonizing up to the level required to accept other organizations' business practices. The common Forex platform, the joint global and local banking contracts, the common Long Term Agreements (LTAs), the mutual acceptance of procurement review processes, the HR framework for common recruitment and staff mobility, the adoption of IPSAS and of the Institute of Internal Auditors' Three Lines of Defense Model are all relevant examples. However, there would be substantial benefit to using this approach systematically within an agreed framework.

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

22. In the ensuing discussion among HLCM members, there was wide agreement that harmonization of business operations should be pursued wherever possible, while recognizing the diversity of the organisations as one of the UN's strengths, and ensuring that there is no negative impact on programme delivery. Diversity is a strength that can be captured through mutual recognition. HLCM members also noted that there were many areas where harmonization has already yielded excellent results, including both substantive improvements and savings. Reporting and accountability are areas where the HLCM has a comparative advantage, particularly towards harmonizing donor reporting.

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

24. The importance of the functional networks to establish the parameters for moving the mutual reciprocity agenda forward was noted by the Committee. A number of interventions identified some of the main challenges for harmonization and mutual recognition in the diverse reporting requirements, as well as in the lack of coordination among different Governing Bodies across UN system entity.

25. On the presentation of the Under-Secretary-General for Management it was observed that it was feasible for UN system entities to pursue defragmentation, simplification, consolidation and system-wide collaboration.

26. Regarding the transition to a global UN workforce, speakers observed that the universal, integrated SDG agenda would need to be accompanied by a strategic repositioning of the UN system on the management and operational sides to ensure no disconnect between the goals and the means. Increasingly staff would need to be able to develop multi-stakeholder partnerships and work across sectors and locations. There was a need to review the balance necessary between longer term staff and shorter term expertise and between specialists and generalists. Many members echoed the Assistant Secretary-General for Human Resources' observation that in a workforce that is fit for purpose, staff members need to be able to easily move between organizations and also in and out of the System in order to ensure that the organisations profit from current good practices and expertise from outside the UN system. It was acknowledged by many that currently the simplification and effectiveness of procedures for mobility have not progressed sufficiently, and that the Pension Fund would need to be adjusted to allow for more mobility in and out of the system. Staff rotation among organisations and the permeability between the UN and its partners are not yet ensured. The importance of developing cross-organizational professional networks, especially in management areas, was emphasized.

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

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

29. Communication and internal and external awareness were found to be crucial. To illustrate this point, the Vice-Chair referred to the business practices review by UNDG and HLCM in Delivering-as-One countries, which showed that barriers to internal cooperation were often lack of staff awareness, lack of cooperation by managers at different levels or lack of support by headquarters or regional offices. The Vice-Chair noted the responsibility of HLCM members to communicate successful examples to the respective governing bodies, as well as to multilateral bodies such as the ECOSOC.

➤ *The High-Level Committee on Management:*

30. Committed to further operationalize transformational changes to realize a new vision for a global integrated workforce, including through the implementation of an effective inter-agency mobility framework, with approaches to support and manage permeability between the system and its partners, the creation of cross-organizational professional networks, and the strategic re-design of human resources functions to drive change and support transformation.

31. Welcomed the conclusions of the survey on global service delivery models, and noted that, through individual efforts to reduce operational costs with the establishment of global service centres, the UN system had laid the foundation for the provision of operational services across organizations.

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

C.	Workforce matters

1. Outcome of the ICSC Review of the UN system compensation package & ICSC recommendation regarding Mandatory Age of Separation for current staff

> 📄 **Documentation:**
> ✓ *CEB/2015/HLCM/12 – Summary of the outcome of the ICSC Review*
> ✓ *CEB/2015/HLCM/12/Add.1 – Financial implications of the ICSC Review*
> ❖ *Summary sheet*
> ✓ *CEB/2015/HLCM/14 – Note by the HR Network on MAS 65 for current staff*
> ❖ *Summary sheet*

33. The HLCM Vice-Chair opened the discussion on the outcome of the International Civil Service Commission's review of the United Nations system compensation package by thanking the ICSC and its Secretariat for the work carried out over the last two years on this challenging, important and complex endeavour.

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

35. The HLCM Vice-Chair highlighted the engagement of the HR Network and the HLCM Strategic Group on the Compensation Review, which had met in preparation of the present HLCM to assess the review outcome along the criteria established by CEB. She acknowledged general satisfaction with the direction of the review, highlighting efforts for simplification and streamlining in areas such as the new salary scale and the Education Grant provisions. She also noted three areas of concern to organizations, namely the cumulative impact of the proposed changes on staff serving in hardship duty stations, the risk of a potentially adverse impact on mobility initiatives in organizations, and the impact on single parents, which had a disproportionate effect on female staff. In those areas, some adjustments would be welcomed.

36. The Co-Chair of the HLCM HR Network confirmed that the overall outcome of the review was a positive one, pointing towards more modernization and simplification as well as potential cost containment. She underlined the diversity of mandates and operational models of the CEB organizations, stressing that the degree to which organizations have concerns with certain aspects of the review emanate from the variety of requirements for a common system package. She also stressed that issues such as the impact on single parents and women were highly symbolic for the UN as an employer.

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

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

39. Organizations took note of the recommendation of the ICSC to increase the Mandatory Age of Separation for existing staff to 65 by 1 January 2017. They highlighted that the overwhelming majority of Executive Heads had, during the consultations, indicated an operational preference for implementing such a change in line with the regular budgetary cycles, i.e. not before 1 January 2018.

> ➢ *The High-level Committee on Management:*

40. Took note of the outcome of the Review of the UN Compensation Package submitted by ICSC to the General Assembly.

41. Thanked the HR Network for its active engagement and collaboration with ICSC in this exercise.

42. Highlighted the importance of the new Compensation Package as a key enabler for organizations' effective response to the mandates set out in the 2030 Sustainable Development Agenda.

43. Welcomed the recommendations of the Compensation Review that achieve streamlining, simplification, transparency and cost efficiencies.

44. Emphasized three areas where the proposed package could be further improved, i.e.: service in difficult field duty stations; geographic mobility of UN system staff; and, single parents and modern family concepts.

45. Decided to submit a draft CEB statement on the outcome of the ICSC Review for the Board's adoption.

46. Took note of the recommendation from the vast majority of organizations to implement the new Mandatory Age of Separation for existing staff not before 1 January 2018, and subject to endorsement by the respective Governing Bodies.

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

📄 **Documentation:**
✓ *A/69/779– SG's report on Special measures for protection from sexual exploitation and sexual abuse*
✓ *CEB/2015/HLCM/15 – Follow up to the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse*
❖ *Summary sheet*

47. The Under-Secretary-General of the Department of Field Support introduced the item to the Committee. He pointed out that sexual exploitation and abuse represented a violation of everything the United Nations stands for. He further acknowledged that there had been progress in that the number of allegations of sexual exploitation and sexual abuse had gone down in the last decade, but that this was still a system-wide issue.

48. The USG noted that the last report of the Secretary-General on the subject (A/69/779) sets out a programme of work with substantive proposals in the areas of prevention, enforcement and remedial action. While the UN Departments of Peacekeeping Operations and Field Support have a significant role in implementing the initiatives in the report, it remains a global report with impact across the United Nations system.

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

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

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

52. Recognizing that sexual exploitation and sexual abuse touch on a series of related issues and should therefore be looked at from a multiple perspective, HLCM members noted that an inclusive, multi-stakeholders approach was essential and pointed out that coordination with ongoing initiatives that deal with the subject inside and outside of the System was of importance. In particular, but not exclusively, the Human Resources Network, the Legal Network, the Inter-Agency Standing Committee, the United Nations Development Group and the Multi-partner Trust Fund Office were mentioned as having a potential role to play.

53. HLCM members agreed that the best way forward to address this broad issue was to task a small strategic group to dissect competencies and allocate them to appropriate mechanisms.

  ➢ *The High-level Committee on Management:*

54. Expressed strong support for the Secretary General's initiative to strengthen the response to sexual exploitation and sexual abuse and for the recommendations included in the Secretary General's report on Special measures for protection from sexual exploitation and sexual abuse.

55. Considered that coordinated interagency cooperation was required to mainstream approaches to ensure prevention of sexual exploitation and sexual abuse in the work of UN system organizations, and to share information with a view to joint action.

56. Decided to establish a small strategic group of interested organizations led by the Department of Field Support to review the recommendations contained in the report of the Secretary-General, with a view to deciding how these proposals may best be carried forward.

3. Safety and security issues for UN staff – Duty of Care

  📄 **Documentation:**
  ❖ *Summary sheet*

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

58. The USG presented the improved security practices in place across the UN Security Management System (UNSMS), such as safety and security training, increased use of armoured vehicles, enhanced physical security measures, security threat analysis, and the introduction of new policies which have contributed to improving the protection of UN personnel. He also highlighted the need for further interaction in a cross-functional manner with HR and other functions, the need for further integration of the security workforce of the Secretariat under UNDSS leadership, the importance of programme criticality reviews in high risk environments and the need for adequate resourcing of security-related functions in support of effective programme delivery.

59. Organizations welcomed the briefing and underlined their full support for measures to ensure safety and security of UN personnel. They inquired about suggestions to enforce security standards such as residential security measures, and about the support the UN is giving to victims and their families. The CCISUA representative was interested to learn about approaches with regard to evacuation of locally recruited staff. In its response, the USG highlighted the need to be pragmatic and involve national staff in contingency planning, and noted the ongoing work aimed at developing an internal UN tool to bring perpetrators of violent crimes against the UN to justice, and on duty of care in high risk environments.

60. The Co-Chair of the Working Group on Duty of Care in high risk environments presented a progress update. She highlighted that all five analysis reports from sub-working groups had been received, and that a consultant was consolidating key findings and lessons learnt from these case studies that will be further discussed in thematic working groups, in order to prevent any duplication of work. She stressed the need for a systematic and comprehensive response to the identified challenges, ranging from medical and psychosocial support for staff to addressing policy gaps and enhancing communication.

61. The HLCM Vice-Chair thanked both the USG DSS and the Co-Chair of the Working Group for their updates and concluded that a substantive discussion should be held at the next session upon the presentation of the full report of the Working Group.

> ➢ *The High-level Committee on Management:*

62. Expressed appreciation to the Under-Secretary-General of the Department of Safety and Security for his briefing.

63. Took note of the progress of the HLCM Working Group on Duty of Care and looked forward to reviewing its outcome at its spring 2016 session.

D. Re-designing and Innovating Business Models

4. ERP Inter-operability Study

▤ **Documentation:**
✓ *CEB/2015/HLCM/16 – ERP Interoperability Study –Executive Summary and Report*
❖ *Summary sheet*

64. The HLCM Vice-Chair opened the agenda item on the feasibility of Enterprise Resource Planning (ERP) system interoperability by noting that a study conducted by an external consulting company had been concluded and the final report, with an executive summary, had been circulated to the Committee. She recalled that member states were interested in the feasibility of linking institutional ERP systems as part of broader approach to improving efficiency and effectiveness at the country level and noted that the funding for the study was provided through the HLCM Harmonization of Business Practices (HBP) trust fund.

65. As the study was led by the Chair of the ICT Network, the HLCM Vice-Chair called upon the representative from ITU to introduce the report.

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

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

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

69.   Some organizations described current and past efforts to achieve internal harmonization, which was a requirement for their own ERP implementation, and noted that while such efforts proved challenging, they realized benefits and their experience might prove useful to any system-wide efforts. For example, the UN Secretariat, which participated in the Study Steering Committee, indicated that its current ERP implementation process required the integration of UN secretariat entities with a diversity of mandates, and had created a global service delivery model to support them. Other agencies suggested that the new common system compensation package coming before the General Assembly would require every organization to modify their ERP systems, and that this might offer an opportunity to explore a common approach to this particular business process.

70.   HLCM representatives also noted that the report provided a direction for further analysis, and agreed that a cross-functional task force would be a useful approach to undertake it. Organizations noted that the report covered several administrative functions that merited further exploration and agreed that more detailed business cases needed be developed.

71.   In closing remarks, ITU clarified that the report did not recommend implementation of a single ERP, and noted that the consultants based many of their recommendations on information obtained from interviews and workshops with UN agency representatives, and on their experience in public and private sector business transformation activities. ITU confirmed that the terms of reference for the study was for an analysis of the potential for ERP interoperability with a more detailed analysis of the business case to come later.

72.   The HLCM Vice-Chair concluded the discussion by noting that the report of the Consultant did not necessarily represent the views of the Committee, and that the Committee was required to contribute a formal response to the UN Secretary-General's report of the status of implementation of the QCPR regarding the ERP Interoperability Feasibility Study.

  ➢ *The High-level Committee on Management:*

73.   Thanked the chair and members of the ERP Interoperability Feasibility Steering Committee for their commitment to the study, and to all organizations for making staff available for the consultants.

74.   Requested organizations to undertake an internal review of the Study, and to submit their views and analysis to CEB Secretariat.

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

5. UN system Data Catalogue

📑 **Documentation:**
- ✓ *Attachment IV – CEB April 2015 – Data Revolution: UN system Approach*
- ✓ *CEB/2015/HLCM/16 – ERP Interoperability Study –Executive Summary and Report*
- ❖ ***Summary sheet***

76. Following the release of the SG's IEAG a report - "A World That Counts" a UN system Approach to the Data Revolution was proposed and approved by the CEB at its first regular session for 2015. One of the four initiatives included in the CEB programme of work was to establish a data catalogue for the UN system.

77. The HLCM Vice-Chair invited the USG for Management of UN Secretariat to present the Committee with an update on the status of the project. He started by reminding the Committee that the UN system-wide data catalogue project was initiated in order to:

- Maximize the benefits of making UN system data open and accessible to the public and other key stakeholders
- Promote open data publishing among UN organizations
- Improve availability, accessibility of information and aid an assessment of their potential in the UN system's analytical and decision- making processes.

78. Led by the UN Secretariat (OICT represents the UN Secretariat) and the CEB Secretariat, this project is growing and so far brings together 33 Focal Points from many organizations, including: FAO, IAEA, ICAO, ILO, IOM, ITU, UN Secretariat (including OICT, DPKO, OCHA), UNAIDS, UNDG, UNDP, UNEP, UNESCO, UNFPA, UN-HABITAT, UNICEF, UNIDO, UNOPS, UNWOMEN, UNWTO, UPU, WFP, WHO, WIPO and the World Bank. In addition, the Committee learnt that nearly 5,000 datasets have so far been added to the data catalogue portal (access limited to working members) and this figure is set to increase.

79. The interest, participation and expertise of UN system organizations is channelled through HLCM focal points and through two working groups.

- A Technical Working Group - contributing to the front-end and back-end design;
- A Data Working Group, whose members focus on metadata structure, and provide advice and other input regarding the data catalogue.

80. Focus is currently on the development of the data catalogue platform to support specific metadata standard fields and vocabularies, collection of data from participating organizations and finalization of the metadata schema. Though work in progress, members were presented a live demo of visual and thematic navigation features and an inventory that catalogues nearly 5,000 datasets.

81. Before the end of the year, Lead Agencies aim to refine the metadata schema, ensure comprehensive data coverage and to continue development of the catalogue platform and its publishing features. In December 2015, a soft launch of data catalogue is planned, with access restricted to working group members until data has been signed off by organization Focal Points.

82. An initial public launch of data catalogue is foreseen in February 2016, which will provide basic functions for upload and management of metadata. Further development of the platform will focus on backend interfaces that permit the automated publishing of metadata (in April/May) and subsequent releases improve upon the administration and editorial control for organizations and automated updates via APIs (Application Programming Interfaces).

> *The High-level Committee on Management:*

83. Took note of progress made by UN Secretariat and CEB Secretariat in the establishment of working groups and initial progress made towards the design of a UN system data catalogue;

84. Asked the Working Groups to report back in spring 2016 session on the development of the first public release.

6. System-wide semantic framework (XML) for document management

Documentation:
- ✓ *CEB/2015/HLCM/19 – Results of the HLCM Survey on open formats (XML) for document management*
- ✓ *CEB/2015/HLCM/20 – Draft project proposal for an HLCM initiative on XML*
- ❖ *Summary sheet*

85. In its 2013-2016 Strategic Plan, HLCM called for the "development of innovative and sustainable business solutions" and highlighted that "new technologies open entirely new horizons to re-shape the operational models of UN organizations". HLCM embraced the use of ICT as an agent of change and improved knowledge management.

86. Against this background, FAO introduced this discussion with a presentation on their pilot project on "Achieving Greater Access, Visibility and Efficiency in FAO's Normative and Governance work"

87. XML (Extensible Mark-up Language), which is a document open standard to facilitate document interoperability and data exchange. It is a widely diffused standard, currently in use at the U.S. Congress, European Parliament, Italian Senate and Chamber of Deputies, U.K. Parliament, House of Representatives of Uruguay, Senate of Brazil, and House of Commons of Canada.

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

89. It would be strategically important for the UN system to approach the critical domain of information and knowledge management with unity of intents. Delaying a shared approach may lead to the flowering of un-coordinated organisations-specific documentation standards and future digital fragmentation across the UN system.

90. The adoption of international standards is also a driver for the United Nations system to excel as a modern, progressive Organization that attains to best management practices. HLCM has a good experience and success stories in this area: IPSAS, Three Lines of Defence, IATI, etc.

> *The High-level Committee on Management:*

91. Thanked FAO for their presentation on their Open Governance initiative.

92. Noted the potential value of an early engagement in an assessment of possible approaches for a joint initiative towards the adoption of a common documentation standard across the UN system, as part of the Committee's strategic priority to use new technologies to re-shape the operational models of UN organizations.

93. Requested organizations to express their interest to the CEB Secretariat to form a working group, open to representatives of the documentation, library and conference management offices, to explore the subject of XML and propose possible courses of action.

7. Progress report on the Secretary-General study on ASHI

📑 **Documentation:**
- ✓ *CEB/2015/HLCM/21 – Progress report on the SG's study on ASHI*
- ❖ ***Summary sheet***

94. The HLCM Vice-Chair recalled that, in response to General Assembly's resolution 68/244, the FB Network was leading the development of a report of the Secretary-General to analyze commonalities and differences in the UN system's approach to the definition, funding and management of the ASHI (After-Service Health Insurance) to inform on-going discussions and identify actions which could engender more efficient and effective common approaches, noting the different business models, funding sources and demographics within the UN system.

95. The co-chair of the FB Network, Mr. Darshak Shak, offered an advance briefing on the main analyses and conclusions of the draft report. Mr. Pedro Guazo, UN Head of Accounts and Chair of the ASHI working group, and Mr. Nick Jeffreys, co-chair of the FBN, contributed by video conference from New York and Geneva, respectively.

96. The UN Medical Services noted that health quality and health costs go hand in hand. The system of demand has to be contained but cannot be done while working in silos. Several organizations supported the involvement of the Medical Directors group stating that the issue should start with health and end with costing. The quality of health needs to be handled before the process. It was noted that this was an extremely delicate subject, the outcome of which would influence significantly the discussions of organizations' governing bodies on this subject.

97. It was also noted that medical insurance and After-Service Health Insurance, are an important component of the social protection package of staff. It is essential that the necessary streamlining and cost efficiency improvements are looked at in this context, i.e. of the impact on the staff of the system.

➤ *The High-level Committee on Management:*

98. Took note with appreciation of the progress of the ASHI report, which will be presented to the General Assembly by the Secretary General at the 70th resumed session.

99. Noted that the final report prepared by the ASHI Working Group and endorsed by the FB Network will be circulated for virtual endorsement by the HLCM by November 17th, with deadline November 26th.

100. Noted the need to continue work with multi-sectoral analysis and requested that the Medical Directors Working Group be involved in the further stages of the work to be conducted by the ASHI Working Group.

E. Any other business

A. FICSA proposal regarding the cost-sharing of elected official

📑 **Documentation:**
- ✓ *Note by FICSA Cost Sharing on Cost Sharing for the Release of Two FICSA Officers*
- ✓ *CEB/2015/HLCM/22 – Note by the HR Network on the proposal by FICSA*

101. At the HLCM's 29th session in March 2015, FICSA submitted a document with a proposed cost sharing formula to distribute the annual cost of the two FICSA officers (the President and General Secretary) across all organizations having staff associations/unions which are members of FICSA. HLCM requested the HR Network, as the primary interlocutor with staff, to consider the proposal by FICSA and to submit its views for discussion by the Committee at its October 2015 session.

102. The Co-Chair of the HR Network acknowledged the importance of adequate representation of staff federations in the relevant inter-agency mechanisms such as HLCM and ICSC. She highlighted that, to date, any cost sharing arrangements had been ad-hoc in nature. Any systematic provision would have to be looked at more comprehensively, given the existence of three different staff federations in the UN system.

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

104. Considering the views of the HR Network and prior discussions at HLCM, the HLCM Vice-Chair proposed the establishment of a small working group including FICSA representatives and some organizations whose staff are represented by FICSA, with a view to discuss the matter further. UNESCO indicated its willingness to chair such a working group, and to reach out to other organizations for potential participation.

> ➤ *The High-level Committee on Management:*

105. Expressed appreciation of the value of engagement and representation of staff federations in the relevant inter-agency mechanisms.

106. Took note of the views expressed by the Committee with regard to exploring options for:

   a. Identifying alternative funding approaches for elected officials' positions, including those based on membership fees;

   b. Reviewing functions and composition of FICSA secretariat, and well as the possibility of providing its services from a low cost duty station;

   c. Identifying solutions for all three Staff Federations for a more cost-efficient collaboration on coordination matters.

107. Agreed to establish a small working group under the leadership of UNESCO, with staff representatives and representatives of interested organizations, to develop proposals for HLCM's consideration at its spring 2016 session.

B. Sustainability and environmental management of premises

📄 **Documentation:**
   ✓ *CEB/2015/HLCM/23 – Sustainability and environmental management of premises - Note by IFAD*

108. The Committee was briefed on IFAD's experiences and lessons learned in achieving Leadership in Energy and Environmental Design (LEED) gold certification in 2010 and platinum re-certification in 2015.

C. UN Climate Neutrality

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

D. Organizational Resilience Management System

📄 **Documentation:**
- ✓ *CEB/2015/HLCM/24 – Progress report on the implementation of ORMS*
- ✓ *CEB/2015/HLCM/24/Add.1 – ORMS Crisis Management Playbook*

110. The Vice-Chair brought to the Committee's attention the progress report on the implementation of ORMS and the ORMS crisis management playbook, submitted for information. There was no discussion on the subject.

E. IASMN 22nd Session and new IASMN policies

📄 **Documentation:**
- ✓ *IASMN 22nd Session Final Report*
- ✓ *RSM – Residential Security Measures Policy*
- ✓ *MSCIS – Management of Stress and Critical Incidents Stress Policy*
- ❖ ***Summary sheet***

111. The Committee had before it the report of the 22nd session of the Inter-agency Security Management Network, as well as two new policies for approval. HLCM endorsed the IASMN 22nd session conclusions, the Residential Security Measures (RSM) Policy, and the Management of Stress and Critical Incident Stress (MSCIS) Policy.

F. IPSAS System-wide Progress Report for January - June 2015

📄 **Documentation:**
- ✓ *CEB/2015/HLCM/25 - IPSAS System-wide Progress Report for January - June 2015*
- ❖ ***Summary sheet***

112. HLCM endorsed the IPSAS system-wide progress report for January- June 2015.

G. UN system-wide Strategy on Mental Health and Well-being

📄 **Documentation:**
- ❖ ***Summary sheet***

113. The Chair of the UN Medical Directors Working Group updated HLCM on progress towards a comprehensive UN mental health and well-being strategy. Over 20,000 UN system personnel have responded to a survey developed by UN medical and counselling services to assess the psychological health of staff. Analysis of the survey data will be conducted by an academic partner, and the results will be presented at HLCM's 31st (spring 2016) session. A discussion paper based on initial analysis of the survey data and some specific stakeholder consultations is currently out for review. The Working Group Chair indicated that a multi-disciplinary, interagency working group is expected to be established to finalize the proposal for a UN mental health strategy.

114. The Committee took note of the progress of the development of a UN system Mental Health Strategy.

H. Costs of oversight and accountability mechanisms in the UN system

115. The Committee was briefed on progress made towards quantifying the costs that UN organizations incur to maintain their oversight and accountability structures. A template to capture costs, developed by UNFPA, had been presented to the Finance and Budget Network in June 2015. A final version, further refined by a small working group composed of UNFPA, WFP, ILO, UNICEF and WIPO, is now ready for distribution. The data collected will be analyzed and shared at the 31st (spring 2016) HLCM session.

I. Update on Data Innovation Lab

116. WFP provided an update on the Data Innovation Lab, which has been established in partnership with UNICEF and Global Pulse. The lab is looking to align strategies and to develop data for decision making.

WFP highlighted that the Lab was developing pilots that could serve as learning examples in the field of data innovation. Building on some of the discussions regarding updating work skills, WFP mentioned that this initiative is considering partnering with private sector and academia. In this regard, each one of the Lab initiatives will look to have a partner.

A. Dates and venue of first 2016 session

117. The CEB Secretariat will consult with HLCM members on the most suitable dates and venue for the 31st HLCM session.

ANNEX I

LIST OF PARTICIPANTS

Chair: Ms. Irina Bokova, Director General, UNESCO
Vice-Chair: Ms. Jan Beagle, Deputy Executive Director , UNAIDS
Secretary: Mr. Remo Lalli, HLCM Secretary

Organizations	Name – Title – Division
United Nations	**Mr. Yukio Takasu,** Under-Secretary-General for Management
	Mr. Peter Drennan, Under Secretary-General, Department of Safety and Security, Chair, IASMN – *by video conference*
	Mr. Atul Khare, Under Secretary-General, Department of Field Support – *by video conference*
	Ms. Carole Wainaina, Assistant Secretary-General, Office of HR Management, Co-Chair HR Network
	Mr. Patrick Carey, Director of Office, Office of the Chef de Cabinet, EOSG
	Ms. Chhaya Kapilashrami, Director of the Field Personnel Division, DFS
	Ms. Antigoni Axenidou, Director, General Legal Division, Rep. of the Legal Network
	Ms. Jillann Farmer, Director, Medical Service Division, Chair, Medical Directors WG
ILO	**Mr. Greg Vines,** Deputy Director-General
FAO	**Ms. Fernanda Guerrieri,** Assistant Director-General, Corporate Services, Human Resources and Finance Department
	Mr. Sergio Ferraro, Chief, Meeting Programming and Documentation Service
UNESCO	**Mr. Getachew Engida,** Deputy Director General
	Ms. Ruth De Miranda, Director, Bureau of HR Management
	Mr. Nutan Wozencroft, Chief Financial Officer
	Mr. Sachin Bhatt, Senior Executive Officer, Office of the Director-General
ICAO	**Mr. James Wan,** Deputy Director, Bureau of Administration and Services
WHO	**Dr. Hans Troedsson,** Assistant Director-General
	Mr. Roberto Balsamo, Management Officer
UPU	**Mr. Pascal Clivaz,** Deputy Director General
ITU	**Mr. Eric Dalhen,** Acting Chief, Human Resources Management Department
	Mr. Anders Norsker, Chief, Information Services, Representative, ICT Network
WMO	**Mr. Angiolo Rolli,** Director, Resource Management Department
IMO	**Mr. Jo Espinoza-Ferrey,** Director, Administrative Division
WIPO	**Ms. Magdi Bona, Assistant Controller,** Department of Program Planning and Finance
IFAD	**Ms. Lakshmi Menon,** Associate Vice-President, Corporate Services Department
	Mr. Matthias Meyerhans, Director, Administrative Services Division
UNIDO	**Mr. Stefano Bologna,** Director, Operational Support Service Branch
UNWTO	**Mr. José G. Blanch,** Director, Administration Division
IAEA	**Ms. Janice Dunn Lee,** Deputy Director-General and Head of Management

Organizations	Name – Title – Division
UNDP	**Mr. Jens Wandel,** ASG, Assistant Administrator and Director, Bureau for Management Services
	Mr. Darshak Shah, Deputy Assistant Administrator, Deputy Director & Chief Finance Officer, Office of Finance & Administration, Co-Chair, FB Network
UNEP	**Ms. Theresa Panuccio,** Director, Office for Operations and Corporate Services
UNHCR	**Ms. Karen Madeleine Farkas,** Director, Division of Human Resources Management, Co-Chair HR Network
UNRWA	**Mr. Neil Ashcroft**, Director of Administrative Support
UNICEF	**Ms. Fatoumata Ndiaye,** Deputy Executive Director
	Ms. Lori Issa, UN Partnership Specialist
UNFPA	**Mr. Subhash K. Gupta,** Director, Division for Management Services
WFP	**Mr. Manoj Juneja,** Assistant Executive Director and CFO
	Ms. Lidia Tutarinova, Inter-agency Coordinator to the Assistant Executive Director
UN-HABITAT	**Ms. Jane Nyakairu,** Acting Head, Office of Management
UN WOMEN	**Mr. Moez Doraid,** Director, Coordination Division & a.i. Director, Management & Administration
UNSSC	**Mr. Miguel Panadero,** Senior Manager of the Learning Lab
Other Representatives:	
ICSC	**Mr. Wolfgang Stoeckl,** Vice-Chairman
	Ms. Regina Pawlik, Executive Secretary
	Mr. Yuri Orlov, Chief, Salaries and Allowances Division
CCISUA	**Ms. Marianne Ward,** Vice President for Advocacy
FICSA	**Mr. Diab El-Tabari,** President
	Ms. Sarah Rabau-Dunlop, Member of the IMO Staff Association
CEB Secretariat	**Ms. Simona Petrova,** Director
	Mr. Remo Lalli, Secretary, HLCM
	Ms. Kayoko Gotoh, Secretary, HLCP
	Mr. Michael Rosetz, Advisor on Human Resources Management
	Mr. Ken Herman, Senior Adviser on Information Management & Policy Coordination
	Mr. Richard Maciver, ICT Specialist and Web Manager
	Mrs. Cheryl Stafford, Programme Officer, HLCP
	Mr. Silvan Scheiwiller, Associate Expert in Interagency Coordination

ANNEX II

Checklist of Documents

Item no.	Title	Summary Sheet	Document Symbol
A	**Provisional Agenda**	n.a.	CEB/2015/HLCM/10/Rev.1
	Provisional Programme of Work		CEB/2015/HLCM/10/Add.1/Rev.3
B	**Transforming our world: the 2030 agenda for sustainable development (draft 2 August 2015)**	n.a.	n.a.
	HLCM Strategic Plan 2013-2016		CEB/2013/HLCM/2
	HLCM-HLCP joint session October 2014 – Summary of the Chairs		Annex 3 - CEB Retreat Nov. 2014
	HLCM's contribution to the CEB Fit for Purpose discussion		CEB/2014/HLCM/10
	Progress with Global Service Delivery Solutions in the UN system		CEB/2015/HLCM/11
	Concept Note on the Thematic Discussion on UN system's Operational fit for the new Sustainable Development Agenda		CEB/2015/HLCM/26
C.1	**Summary of the outcome of the ICSC Review**	Yes✓	CEB/2015/HLCM/12
	Financial Implications of the ICSC Review		CEB/2015/HLCM/12/Add.1
	Draft CEB statement on the ICSC Review		CEB/2015/HLCM/13
	Note by the HR Network on MAS 65 for current staff	Yes✓	CEB/2015/HLCM/14
C.2	**SG's report on Special measures for protection from sexual exploitation and sexual abuse**	Yes✓	A/69/779
	Follow up to the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse		CEB/2015/HLCM/15
C.3	**Safety and security issues for UN staff – Duty of care** SUMMARY SHEET ONLY	Yes✓	n.a.
D.4	**ERP Interoperability Study – Executive Summary and Report**	Yes✓	CEB/2015/HLCM/16
D.5	**Data Revolution: UN system Approach**	Yes✓	Attachment IV – CEB April 2015
	UN system Data Catalogue – Progress Report		CEB/2015/HLCM/18
D.6	**Results of the HLCM Survey on open formats (XML) for document management**	Yes✓	CEB/2015/HLCM/19
	Draft project proposal for an HLCM initiative on XML		CEB/2015/HLCM/20
D.7	**Progress report on the SG's study on ASHI**	Yes✓	CEB/2015/HLCM/21
E	**A. Note by FICSA on Cost Sharing for the Release of Two FICSA Officers**	n.a.	n.a.
	B. Sustainability and environmental management of premises - Note by IFAD	n.a.	CEB/2015/HLCM/23
	D. Progress report on the implementation of ORMS	n.a.	CEB/2015/HLCM/24
	D. ORMS Crisis Management Playbook		CEB/2015/HLCM/24/Add.1
	E. IASMN 22nd Session Final Report	Yes✓	n.a.
	E. RSM – Residential Security Measures Policy		n.a.
	E. MSCIS – Management of Stress and Critical Incidents Stress Policy		n.a.
	F. IPSAS System-wide Progress Report for January-June 2015	n.a.	CEB/2015/HLCM/25
	G. UN system-wide Strategy on Mental Health and Well-being - SUMMARY SHEET ONLY	Yes✓	n.a.

STATEMENT BY
THE FEDERATION OF INTERNATIONAL CIVIL SERVANTS' ASSOCIATIONS (FICSA)
AT THE 30TH SESSION OF THE HIGH-LEVEL COMMITTEE ON MANAGEMENT (HLCM)

(IMO HQ London, 5 October 2015)

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

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

AlthoughFICSA fully appreciates HLCM's new form of consultation, it however believes that cooperation and coordination could further be strengthened and that the involvement in the HLCM working groups could pave the way for increased collaboration.

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

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

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

We were pleased to see that the HLCM session will discuss the outcome of the ICSC Review of the UN System Compensation Package, noting that the CEB, in its 2013 statement, had outlined the principles that, in the view of Executive Heads, should have informed the Review.

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

In reviewing the remaining items on the agenda of this 30thsession of the HLCM, FICSA takes note regarding the progress on various items and will be making brief interventions where needed.

FICSA remains concerned regarding the deterioration in staff/management relations within a few organizations and continues to strive to find amicable solutions to the disputes. As an example, FICSA has been following the developments at WIPO, UPU and FAO and will continue to do so.

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

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

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