



**United Nations Global Service Centre (UNGSC)  
Brindisi, 23 to 27 February 2026**

**Report of the 79th session  
of the FICSA Council**



## Abbreviations

Abbreviations of the names of the organizations whose staff are represented by FICSA members are not given here, but spelled out in the participants list, Annex 11 to the report of the Council.

ACPAQ	Advisory Committee on Post Adjustment Questions
AI	artificial intelligence
CCISUA	Coordinating Committee of International Staff Unions and Associations of the United Nations System
CEB	Chief Executives Board for Coordination
COL surveys	cost-of-living surveys
FAFICS	Federation of Associations of Former International Civil Servants
FUNSA	Federations of United Nations Staff Associations
GS	General Service (staff)
HLCM	High-Level Committee on Management
HR Network	Human Resources Network
IASMN	Inter-Agency Security Management Network
ICSC	International Civil Service Commission
LGBTQI+	lesbian, gay, bisexual, transgender, intersex and identifying using different terms or no specific terms
LSC	local survey committee (related to Professional staff salaries)
LSSCs	local salary survey committees (related to locally recruited staff salaries)
P	Professional (staff)
Q&A session	question-and-answer session
SC	(FICSA) standing committee
UN	United Nations
UNGA	UN General Assembly
UNISERV	United Nations International Civil Servants Federation
UNJSPB	UN Joint Staff Pension Board
UNJSPF	UN Joint Staff Pension Fund

### Terms for FICSA structures

ExCom	Executive Committee
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## **Standing committees**

Standing Committee on Field Issues

Standing Committee on General Service Questions

Standing Committee on Human Resources Management

Standing Committee on Legal Questions

Standing Committee on Professional Salaries and Allowances

Standing Committee on Programme Budget, Administration and Strategy

Standing Committee on Social Security/Occupational Health and Safety

Standing Committee on Staff–Management Relations

## **Permanent technical committees to standing committees**

PTC/GSQ      Permanent Technical Committee of the Standing Committee on General Service Questions

PTC/PSA      Permanent Technical Committee of the Standing Committee on Professional Salaries and Allowances

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## Opening of the session

### Welcomes

1. FICSA President Wadzanai Garwe (AP-in-FAO) welcomed both experienced and new delegates to the 79th session of the FICSA Council and praised the courage and persistence that delegates had shown as staff representatives during a period of unprecedented stress and difficulty. She invited everyone present to stand for a moment of silence to honour the staff who had lost their lives in the service of the United Nations (UN) and its specialized agencies during the previous year.
2. Alessandra Marcorio, President of the UNGSC Union of GS [General Service] Staff, welcomed all delegates, both those physically present and those attending virtually. FICSA's strength lay in its remarkable diversity, which ensured a collective voice for all UN staff, and created a space for dialogue, exchange and the solidarity needed to address the challenges staff face together and to reaffirm their shared commitment to fairness, transparency and the well-being of international civil servants.
3. Anton Antchev, UNGSC Director, welcomed FICSA delegates to UNGSC. It was a pleasure to host the FICSA Council at this critical time. UN staff unions needed to work with management to devise strategies to ensure that the UN and its specialized agencies deliver on their mandates. He described UNGSC and its work and wished the delegates every success in their work at the Council session.
4. The FICSA President thanked the Director for UNGSC's hosting the Council.

### Address by the FICSA President <sup>1</sup>

5. The FICSA President was the first of a series of speakers to the Council session to note that the UN was living through a time of unprecedented stress, uncertainty and difficulty. The international civil service – built on the principles of stability, neutrality and predictability – now operates in an environment defined by volatility, reform pressure, fiscal restraint and geopolitical fragmentation. Those shifts represented a structural evolution in the global order.
6. Thus, FICSA's mission for 2025 had been clear: finding calm in the geopolitical storm through a prepared and proactive approach. FICSA's work rested on five strategic pillars:
  - a. building proprietary geopolitical foresight
  - b. capturing opportunities and mitigating risk

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<sup>1</sup> See [full statement](#)

- c. shaping the external agenda
  - d. building organizational and operational resilience: “One FICSA”
  - e. transforming regulatory change into competitive advantage.
7. In an environment of more pronounced fiscal prudence, tightened talent pipelines, intensified competition from the private sector, operational modalities transformed by artificial intelligence (AI) and more complex field hardship environments, an organized workforce was a stabilizing force. The more uncertain the world became, the more essential structured staff representation would be.
8. Going forward, FICSA must continue to ensure that staff representatives across the common system felt equipped, prepared and unified. Regardless of the external environment, FICSA had the institutional knowledge, the collective memory, the solidarity and the technical competence to remain a central pillar of the UN common system.

### **Statement by the ICSC Chair<sup>2</sup>**

9. Inviting the ICSC Chair to take the floor, the FICSA President celebrated FICSA’s collegial working relationship with the ICSC Chair and Secretariat.
10. Larbi Djacta, ICSC Chair, welcomed the chance to address, through FICSA, nearly 40,000 UN staff around the world, and expressed gratitude for FICSA’s continued constructive role in all aspects of ICSC’s work. After considering ICSC’s report for 2025, the UN General Assembly (UNGA) had adopted [resolution 80/236 on the UN common system](#), which:
- a. reaffirmed ICSC’s role in approving conditions of service and entitlements for all staff in organizations of the common system;
  - b. reminded executive heads and governing bodies that failure to fully respect UNGA decisions on ICSC’s recommendations could prejudice their claims to the benefits of participation in the common system, including UNJSPF;
  - c. underlined the importance of maintaining its comprehensive oversight of the compensation package, welcomed ICSC’s work on the current review of the package, and decided that the language incentive would be considered in the next such review; and
  - d. with respect to the [UN80](#) initiative, requested that: ICSC take note of Member States’ decisions in conducting its workplans; align with UN80’s objectives, such as cost-containment and the sustainability, competitiveness and flexibility of the compensation package; and bear in mind the need for efficiency and long-term

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<sup>2</sup> See [full statement](#)

sustainability of the common system while giving due consideration to UN staff and their mission-critical work.

11. UNGA had approved a 1.6% adjustment over the unified base/floor scale. It had reaffirmed the current margin range for post adjustment, which would be maintained at a level around the desirable midpoint of 115, but requested ICSC to explore options for a revised margin range and decreased desirable midpoint, and to make recommendations to UNGA for its session in September 2026. UNGA had also approved the revised Standards of Conduct for the International Civil Service, to be rolled out in 2026.
12. ICSC had continued to carry out its comprehensive review of the compensation package Professional (P) and higher categories through three working groups, each comprising representatives from ICSC, UN organizations and staff federations. Working Group 2 had proposed targeted revisions to the child and secondary dependent allowances, while deferring a decision on a disabled spouse allowance. It had recommended limited refinements to the education and special education grants, including higher reimbursement caps and adjustments for early childhood support and extended telework. It had also agreed on a phased implementation of revised child benefits, limits on eligible children and harmonization across schemes, but did not support phasing out benefits in headquarters duty stations.
13. ICSC had requested Working Group 3 to continue working on one of the proposals for an optional family hub for some hardship duty stations, consider the feasibility of expanding the application of the current pilot project for D and E duty stations to other categories and make any final recommendations on incentives for mobility.
14. Meeting in February 2026, the Advisory Committee on Post Adjustment Questions (ACPAQ) had made recommendations on key methodological issues related to the 2026 baseline cost-of-living surveys, including the treatment of housing costs, procedures for data collection and processing, and adjustments to the basket of goods and services. Given the importance of the surveys, the ICSC Chair encouraged all staff federations to continue supporting the process.
15. In carrying out its mandate, the ICSC would preserve its full independence and emphasize its responsibility to ensure fairness and equity across the common system. It also considered its partnership with staff federations, including FICSA, to be among its most important.
16. The subsequent roundtable discussion involved both the ICSC Chair and Yuri Orlov, Chief, Salaries and Allowances Division (see Annex 1).

## **Presentation by the Chief Executive of UNJSPF<sup>3</sup>**

17. Responding to the FICSA President's invitation to address the Council, Rosemarie McClean, Chief Executive of UNJSPF, reported that 2025 had been an unprecedented year, especially in supporting a record number of new beneficiaries (23,000): a 33% increase over the record year of 2024. Nevertheless, UNJSPF had processed 95.5% of applications within 15 days and responded to 114,000 client queries within an average of 2.5 business days. It had also conducted over 100 outreach activities and increased briefings, making recordings available on its channel on [YouTube](#). What 2026 would bring was uncertain, but UNJSPF was doing its best to respond to all demands.
18. UNJSPF's increased response capacity was supported by modernized technology and a digital transformation, especially automated tools for members, such as the planned introduction of e-pension applications. All those efforts were intended to reduce data errors and ensure that UNJSPF received clean data, critical to timely response.
19. UNJSPF remained financially strong, and thought in terms of the next 50, 70 or 100 years. In summary, as the UN navigated change and uncertainty, UNJSPF was managing extraordinary demands while maintaining top-quality service worldwide. It was modernizing its systems and services, integrating AI responsibly to deliver faster, more consistent and more accessible support. UNJSPF was committed to open, proactive and transparent engagement and communication with all stakeholders (see Annex 1).

## **Statement by the Vice-Chair of the HLCM<sup>4</sup>**

20. The FICSA President invited the Vice-Chair of HLCM to take the floor. Like all the previous speakers, Kelly Clements, HLCM Vice-Chair and UN Deputy High Commissioner for Refugees (UNHCR), congratulated the FICSA President on serving a successful term during a difficult time. While communities, governments, civil societies and partners continued to look to the UN to deliver, budget pressures were felt all across the UN system while crises kept growing. The combination of rising need and shrinking resources required a unified and collaborative response to deliver on UN mandates and the values, while safeguarding the core values of the international civil service.
21. Personnel were carrying the full weight of the crisis, often in difficult personal circumstances. Staff resilience was key to sustaining the credibility of the UN and its programmes and specialized agencies.

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<sup>3</sup> See for the [UNJSPF Presentation](#)

<sup>4</sup> See [HLCM full statement](#)

22. HLCM had tried to help through work on efficiency to strengthen delivery. The HLCM [Far-Reaching Efficiency Initiatives](#) provided a platform for system-wide collaboration on measures to reduce duplication and strengthen delivery. HLCM welcomed the partnership with staff federations in that area.
23. Work for efficiency should yield not only lower costs but also financial sustainability and a stronger and more responsive UN. In the pursuit of reform, staff well-being must remain essential; implementing the [UN System Workplace Mental Health and Well-Being Strategy](#) therefore remained a priority, along with the efforts of HLCM and its networks towards respectful and inclusive work environments, disability inclusion and the prevention of sexual harassment, exploitation and abuse.
24. All parties involved in the ICSC comprehensive review of the compensation package must carefully balance financial realities with the need to maintain the UN as an employer of choice.
25. HLCM reaffirmed its commitment to transparent, meaningful staff-management dialogue and collaborative problem-solving. The challenges were real, but so was a shared determination to uphold the principles, integrity and effectiveness of the UN system.
26. Catty Bennet Sattler, Director, Division of Human Resources at UNHCR, Co-chair of the HR Network, represented HLCM during the roundtable Q&A (see Annex 1).

### **Statements by CCISUA and UNISERV<sup>5</sup>**

27. The FICSA President welcomed representatives of FICSA's sister staff federations, CCISUA and UNISERV, to address the Council.
28. Although the federations led by Nathalie Meynet, President of both CCISUA and the UNHCR staff association, and Karin Esposito, President of UNISERV and Vice President of the Staff Committee of the UN Office in Vienna, differed in structures and constituencies, both strongly supported the [CCISUA/FICSA/UNISERV Cooperation Agreement](#) of 2020 and were grateful for FICSA's good cooperation with their federations under it. In particular, they thanked the FICSA President for both her leadership and constructive cooperation during the previous difficult year. She had represented FICSA and the interests of staff with clarity, consistency and strong personal commitment, notably in engaging with, for example, ICSC and HLCM.
29. Over the previous year, cooperation among CCISUA, FICSA and UNISERV had been practical and focused on priority areas. Their joint work had included advocacy initiatives, such as coordinated letters to Member States defending the integrity of the

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<sup>5</sup> See [CCISUA](#) and [UNISERV](#) full statements

compensation review and ICSC's mandate, and a joint letter to the UN Secretary-General calling for meaningful staff participation in reform processes, as well as sustained attention to staff well-being, security and duty of care during a period of large-scale organizational change.

30. The CCISUA and UNISERV presidents welcomed the chance to take part in the roundtable discussion (see Annex 1) and reaffirmed the importance of sustained, principled cooperation between staff federations on the issues that mattered most to staff, including the compensation package, conditions of service, employment security, social protection, UNJSPF and trust in reform processes.
31. The FICSA President was proud of the [CCISUA/FICSA/UNISERV Cooperation Agreement](#) of 2020, and stressed that all three federations strove to present a united front in dealings with management and governing bodies.

### **Statement by the President of FAFICS**

32. Responding to the invitation of the FICSA President to take the floor, FAFICS President Jerry Barton reminded delegates that they could join FAFICS by joining a member association and hoped all delegates would do so.
33. All reform needed to be done skilfully. Discussions of the UN80 reform initiative were unfortunately accompanied by a great deal of misinformation and criticism about the UN and its staff. A coordinated statement across the UN system, its staff and retirees, was needed to show the value of the UN system in multiple areas of life.
34. There was also much disinformation about UNJSPF, and current and former staff needed to advocate for it. UNJSPF was not only an essential resource for retirees but also an asset to the recruitment of new staff.

### **Statement by the Vice-President of UN GLOBE<sup>6</sup>**

35. The FICSA President welcomed the annual address from UN GLOBE, delivered virtually, to raise the concerns of lesbian, gay, bisexual, transgender, intersex and identifying using different terms or no specific terms (LGBTQI+) staff.
36. Anna Giudice (UNODC), a Vice-President on the UN GLOBE Board, considered the partnership with FICSA as one of its most important, and extended her personal thanks to the FICSA President.
37. Unfortunately, a great backlash in 2025 had seemed to wipe out years of progress towards a safe and inclusive workplace for all staff. The progress of the LGBTQ+ strategy

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<sup>6</sup> See [full statement](#)

had stalled. Concerns had arisen about UN80, changes to mobility policy and other changes that took no account of the concerns and welfare of LGBTQ+ staff or their families.

38. She requested all staff representatives to integrate those concerns and several urgent questions in their dialogue with management. For example, were UN workplaces still committed to a zero-tolerance policy on workplace discrimination? How would the UN counter discrimination based on gender? It was essential for staff representatives to continue to strive towards genuinely inclusive workplaces for all staff in the UN common system.
39. The FICSA President thanked UN GLOBE for its advocacy on diversity, equity and inclusion issues and urged FICSA members to reach out to UN GLOBE coordinators and other relevant groups to ensure that those issues were properly handled.

### **Roundtable with interlocutors and staff federations**

40. The FICSA President invited representatives of major FICSA interlocutors – the International Civil Service Commission (ICSC), the United Nations Joint Staff Pension Fund (UNJSPF) and the High-Level Committee on Management (HLCM) – and several federations of current and former staff – the Coordinating Committee of International Staff Unions and Associations of the United Nations System (CCISUA) and the United Nations International Civil Servants Federation (UNISERV) and the Federation of Associations of Former International Civil Servants (FAFICS) – to make brief statements to the Council. Then followed a roundtable question-and-answer (Q&A) session based on questions submitted by delegates; the questions and responses comprise Annex VIII.

### **Election of Council officers, adoption of the agenda and credentials**

41. The Council elected Cosimo Lunedi (UNGSC) as Chairperson by acclamation, and Daniela Panzenboek (IAEA) and Benito Koubemba (WHO/AFRO) as Vice-Chairs. Mary Stewart Burgher served as Rapporteur.
42. The Council adopted the agenda (document [FICSA/C/79/1](#) – see Annex 1) as submitted. Training sessions were offered during the Council session, on topics including the work of staff representatives, pension issues and the use of the FICSA training catalogue. In addition to the plenary sessions, the Council featured meetings of FICSA's eight standing committees; their reports comprise annexes 2–9.
43. The FICSA General Secretary, Cristina Pierini (ITC ILO), explained that, out of the 30 current full members, 28 were physically present at the Council, two were joining in a virtual modality (see Annex 10 for the participants list). The FICSA General Secretary

welcomed the representatives of five associate members, seven consultative members and five observer organizations to the Council session.

## **Questions relating to membership status in FICSA**

44. Changes in membership during 2025 were as follows: FICSA was glad to welcome AIIB (the Asian Infrastructure Investment Bank) as a new consultative member and five new members with observer status (FUNSA Rwanda, FUNSA Algeria, FUNSA Guinea-Bissau, FUNSA Liberia and FUNSA Turin).

## **Report of the Executive Committee for 2025-2026 (March 2025 to January 2026)**

45. The FICSA President and Executive Committee (ExCom) members presented ExCom's report on its work in the previous year ([FICSA/C/79/4](#)). In 2025, ExCom faced a series of crises stemming from donors' withdrawal of funding from UN organizations. That left some organizations devastated, and directly affected some ExCom members, while others proceeded much as normal. The FICSA President thanked all the ExCom members and the FICSA Secretariat for their outstanding service in those terrible conditions. All the work done was based on the [decisions made by FICSA members](#) at the 78<sup>th</sup> Session of the Council.
46. In its 2025 work, ExCom had prioritized meetings with members, including heads of staff associations, full executive committees and all-staff meetings. It provided, for example, a basic introduction to FICSA, responded to specific issues, such as salary surveys, and made presentations to certain groups of staff. FICSA also represented members' views and defended their interests at meetings of its interlocutors, including HLCM (and its networks: the Chief Executives Board for Coordination (CEB), the Human Resources (HR) Network and the Inter-Agency Security Management Network (IASMN)), ICSC (and its working groups and ACPAQ), the Fifth Committee of UNGA and UN organizations. ExCom members also served as observers at meetings of the UN Joint Staff Pension Board (UNJSPB).
47. ExCom also supported that work through collaboration with sister staff federations and FAFICS. With CCISUA and UNISERV, FICSA had developed talking points for the working groups on various topics related to ICSC's comprehensive review of the compensation package, discussed and coordinated responses at all high-level fora and jointly lobbied Member States through written communications and in-person consultations. In addition, FICSA had revised its [agreement with ITCILO](#) to ensure that all FICSA members would be

eligible for a 10% discount on tuition costs of the standard courses published in the [2025 ITCILO course catalogue](#).

48. The Council Chair noted ExCom's report with appreciation, and the delegates gave ExCom a standing ovation for its work.

## **FICSA Strategic Framework 2025–2030**

49. The new chairs of the Task Force on FICSA Strategy – ExCom member Steven Eales (UNIDO) and James Howlett (WHO/WPRO) – presented the progress made on devising a strategy for FICSA's future for discussion. The theoretical framework was finalized, and implementation planning had begun. Priorities included:
- a. clarifying governance authority
  - b. strengthening political foresight
  - c. rebuilding engagement
  - d. modernizing communication
  - e. demonstrating measurable value.
50. The strategic context included both external and internal pressures. The external pressures comprised: UN reform (UN2.0/[UN80](#)), budget austerity, erosion of labour rights, technological transformation and legal ambiguities. The internal pressures comprised: engagement fatigue, knowledge centralization, value-for-money concerns, and a client vs stakeholder dynamic. It was envisaged to carry out the strategy with existing resources.
51. The strategy had three pillars: engagement, communication and value for money. Action on the first pillar (engagement) fell into three areas: a proposed governance reset, securing institutional transparency by building a strategic dashboard to make the strategy visible, measurable and shared; and securing modern membership engagement.
52. Action on the second pillar (communication) would focus on building a new communication architecture, with a framework that would include a stakeholder communication matrix, guidelines on message discipline, a protocol for crisis communication and a blueprint for the technical platform. Action on the third pillar (value for money) would reframe the question about the value of FICSA. The questions should be what systemic risks FICSA mitigated, what standards existed because of it and what leverage coordination created. Leveraging the strategic pillars required:
- advocacy excellence: structured political engagement and precedent-focused legal strategy;

- knowledge leadership: FICSA learning hub, legal intelligence briefs, post-negotiation debrief loops; and
  - in-person Council as capacity accelerator: embedded training modules, scenario simulations, political foresight sessions.
53. A three-phase implementation was proposed, comprising foundational, structural and policy and budget reform.
54. When invited to comment on the ideas presented, numerous delegates were eager to contribute their ideas on the work of implementation. Immediate actions suggested included building a common narrative for constituency accountability, devising indicators for FICSA’s return on investment and a strategic campaign showing what FICSA did for its members. Future activities could include developing a digital communication platform, conducting analytics-driven communications, and developing a professional communications function. ‘

## **Election of the Executive Committee Officers and Regional Representatives for 2024–2026 (March 2024 to February 2026)**

55. The Council Chairperson announced the nominations received (in alphabetical order) for election to the Executive Committee for 2024–2026 (see document [FICSA/C/79/5/Rev.1](#)). In plenary, the candidates briefly outlined the strengths that they could bring to the offices that they sought and their priorities for the coming year and answered delegates’ questions about their plans should they take office.
56. Table 1 lists the candidates for the Executive Committee and Regional Representative positions, and those who were elected.

**Table 1. Candidates for the Executive Committee and Regional Representative positions and those elected**

<b>Offices</b>	<b>Candidates (organizations)</b>	<b>Those elected (organizations)</b>
President	Imed Zabaar (IAEA)	Imed Zabaar (IAEA)
Treasurer <sup>a</sup>	Anita Stefin (WHO/EURO)	Anita Stefin (WHO/EURO)
Member for Compensation Issues	Silvia Mariangeloni (FAO/WFP)	Silvia Mariangeloni (FAO/WFP)
Member for Regional and Field Issues	Oleksandr Martynenko (WHO/EURO)	Oleksandr Martynenko (WHO/EURO)

<b>Offices</b>	<b>Candidates (organizations)</b>	<b>Those elected (organizations)</b>
Regional Representative for Africa	Christian Tounta (WHO/AFRO)	Christian Tounta (WHO/AFRO)
Regional Representative for the Americas	Glenda Moreira Lopez (PAHO/WHO)	Glenda Moreira Lopez (PAHO/WHO)

<sup>a</sup> As no candidate had been nominated initially, after the election was conducted, a nomination was made under Article 29 of the FICSA [Statutes](#): “No association/union may have more than one member serving on the Committee. However, if after conclusion of the election a seat remains empty on the Executive Committee, a member association/union already represented on the Executive Committee may, at that time, put forward a nomination”.

## **Approval of the decisions from and the election of chairs and vice-chairs of FICSA standing committees**

57. Before and during the 79th Council session, all delegates took part in virtual and face-to-face meetings of FICSA’s eight standing committees (SCs) on Legal Questions, Human Resources Management, Social Security/Occupational Health and Safety, Conditions in the Field, General Service Questions, Professional Salaries and Allowances, Staff–Management Relations and Programme Budget, Administration and Strategy.
58. All debated the issues on their agendas, including discussing the actions taken to implement the [Index of Decisions](#) (document FICSA/CIRC/1402) of the 78th session of the FICSA Council; made recommendations on those issues; and drafted recommendations for the Council to consider. These are contained in the committees’ reports, which comprise annexes 3–10 to the Council report. The reports list each SC’s membership, describe its deliberations, give its conclusions and recommendations, and list the elected officers for 2026.
59. As was customary, a member of each SC presented its recommendations and future leadership to all delegates in the Council’s final plenary session. The Council discussed and amended the recommendations submitted as necessary, and then adopted them as the decisions presented here. The Council also approved the chairs and vice-chairs nominated by the standing committees for the period 2026–2027.

## Legal Questions

60. The SC on Legal Questions had addressed a range of topics, including the legal issues facing UN staff during organizational restructuring and the appeals process, including staff's access to legal assistance in those situations. It reviewed the legal impact of decisions taken by ICSC and the UN Secretary-General. All those issues showed the importance of informing UN staff of the legal options open to them. The SC's full report comprises Annex 3.

### Decision

- **The FICSA ExCom, in collaboration with the Standing Committee on Legal Questions, should: study the situation of organizations with FICSA members regarding the options for staff to be accompanied by legal assistance when needed in interactions with management and/or the human resources unit; and review and report its results to the heads of delegations by October 2026.**
- **The FICSA ExCom, in collaboration with the Standing Committee on Legal Questions, should review Article 31 of the FICSA Statutes with a view to presenting a proposal to amend the duration of the terms to 5 years for staff elected to ExCom. It should report on that issue to the Heads of Delegations by October 2026, and a final recommendation should be made to the 80th session of the FICSA Council.**
- **The FICSA ExCom should:**
  - a. **carry out a quick consultation with organizations affected by UN80, collect data on the impact on staff, especially their rights, and use them to develop advocacy messages for upcoming high-level meetings and to engage senior management of FICSA members; and**
  - b. **extend all possible legal support to staff associations of the affected organizations.**

## Human Resources Management

61. The SC on Human Resources Management tackled an agenda focusing several salient issues. First, it collected feedback on the use of modern AI tools and new technologies, as well as the most prominent concerns expressed by staff, management and stakeholders. It then identified the five most pertinent issues to be addressed: positive impact, the need to defend the significance of international civil servants despite AI, the potential misuse of AI, the need to consider the risks related to intellectual property and confidentiality, and the need for a human-centred approach. It revisited the continuing issue of representing non-regular employees and reviewed the positive and negative HR trends in UN organizations. Annex 4 contains the SC's full report.

## Decisions

- The FICSA ExCom should support staff representatives by developing formal suggestions that they can transmit to their administrations, to encourage the establishment of an AI awareness framework within each organization. That framework should promote the creation of a structured AI awareness-generation system for staff. The initiative should be scalable and adaptable across organizations, allowing for contextual flexibility while maintaining common principles and objectives. The awareness-generation system should comprise:
  - a. a general workshop led by subject-matter experts, using a train-the-trainers approach.
  - b. follow-up awareness sessions delivered by workshop participants and internal facilitators to cascade the learning across the organization; and
  - c. webinars and online activities to be attended on a regular basis.
- The FICSA ExCom should support structured dialogue by staff representatives with administrative divisions on the representation of affiliate personnel across organizations.
- The FICSA ExCom should support the Standing Committee on Human Resources Management to conduct a comparative review of the existing association models through surveys, taking into consideration integration, parallel association, observer status and hybrid approaches.
- Building on the work of consecutive FICSA councils on the misuse of consultancy contracts and the application of non-regular employment modalities and taking account of relevant recommendations of the Joint Inspection Unit ([JIU/REP/2023/8](#)), the FICSA ExCom should develop and provide enhanced analytical and practical tools to support member associations in that area. Such tools should include structured data collection and comparative analysis based on targeted feedback surveys, market benchmarking and the identification of best practices among members. The ExCom should further provide guidance on members' engagement with the non-regular workforce, including approaches to inclusion within staff associations and modalities for representation and collective bargaining, with a view to strengthening evidence-based advocacy and promoting contractual integrity across the UN common system.
- The FICSA ExCom should continue collecting comparative information on restructuring practices and redeployment mechanisms across UN organizations.
- The FICSA ExCom should advocate structured training and professional certification support as part of workforce planning and explore system-wide partnerships or negotiated fee arrangements.

- The FICSA ExCom should reaffirm the need for funded time release for staff representatives as a critical component of effective representation, especially during restructuring periods.

## **Social Security/Occupational Health and Safety**

62. The SC welcomed the completion of 2025 recommendations on mental health, reviewed FICSA’s work on disability inclusion, and discussed continuing issues related to after-service health insurance (ASHI) and long-term care, focusing on the work done by FAFICS in that area. It also noted the gaps remaining in broader occupational health and safety oversight across agencies and highlighted the need for better coordination across agencies, proactive risk assessments, and structured mechanisms to ensure that staff in all locations have equitable access to both physical safety measures and mental-health support. The SC’s full report comprises Annex 5.

### **Decisions**

- The FICSA ExCom should instruct the Standing Committee on Social Security/Occupational Health and Safety to follow the rollout and implementation of the [UN Disability Inclusion Strategy](#) and promote the inclusion of staff representatives in those conversations, specifically in investigating possibilities to appoint focal points and to be involved in disability allowance reforms.
- The FICSA ExCom should monitor and follow all developments in reviews of UNJSPF over the next three years, in collaboration with FAFICS, identify any potential risks to acquired pension benefits and provide feedback to the Standing Committee on Social Security/Occupational Health and Safety.
- The FICSA ExCom should create a cross-organizational group of FICSA members whose organizations lack after-service staff health insurance and long-term care arrangements, such as CTBTO and OPCW, to explore the possibility of investigating group rates with insurers.
- The FICSA ExCom should:
  - a. follow developments and ensure FICSA participation in meetings of the Occupational Health and Safety Forum;
  - b. include regular psychosocial risk assessments across organizations;
  - c. encourage the FICSA membership to identify individuals with expertise or knowledge on occupational health and safety (OHS) to join the core group of the Standing Committee on Social Security/Occupational Health and Safety;

- d. **share lessons from organizations with strong OHS frameworks to support regions with limited capacity.**

## **Conditions of Service in the Field**

63. The SC had reviewed FICSA's work with IASMN, which had focused on the problems arising from the severe cuts to the UN Department of Safety and Security (UNDSS) and some possible solutions, and the need to prioritize staff safety over cost cuts. It also reviewed the results of ICSC's annual review of the classification of hardship duty stations, stressing the importance of staff's completion of the questionnaire and discussing the related proposal of family hubs for hardship duty stations. The SC also proposed a way forward on the revisions to the [FUNSA model statutes](#). The SC's full report comprises Annex 6.

## **Decisions**

- **Owing to the grave concern about the impact of cost-containment measures on the safety of UN staff, the FICSA ExCom, in consultation with the Standing Committee on Conditions of Service in the Field, should draft a resolution from the FICSA Council to the UN Secretary-General and executive heads of all FICSA member organizations, highlighting its concerns about the apparent prioritization of cost-containment measures over staff safety and requesting that all executive heads ensure, as a matter of urgency, that adequate resources are allocated to ensure the safety and security of all staff, particularly those in high-risk and volatile duty stations.**
- **The FICSA ExCom should provide training for prospective trainers for the FICSA regional representatives, in accordance with provisions in the training catalogue and Training Fund, on the classification of hardship duty stations, with specific emphasis on how to complete the questionnaire, and continue to support and build the capacity of the FICSA membership at large on that topic.**
- **The FICSA ExCom should implement the recommendations in the review and enhancement of the modality, function, and statutes of Federations of United Nations Staff Associations (FUNSAs) within FICSA (document [FICSA/C/78/Field/CRP.01](#)), including the proposed amendments to the [FUNSA model statutes](#).**

## **General Service Questions**

64. The SC considered the report of the Permanent Technical Committee of the Standing Committee on General Service Questions (PTC/GSQ,) and focused on a range of issues related to salary surveys: training for local salary survey committees, delegates' experience with the current survey methodology in use, and the need to continue

building capacity for the ICSC survey methodologies and to provide training on job classification. Annex 7 comprises the SC's full report.

### **Decisions**

- **In collaboration with the Standing Committee on General Service Questions and upon request by FICSA members, the FICSA ExCom should:**
  - a. **provide training on ICSC salary survey methodology I for headquarters duty stations and methodology II for non-headquarters duty stations; and**
  - b. **organize training on job classification so that prospective members of local salary survey committees (LSSCs) can acquire a thorough understanding of the exercise and approach their responsibilities with peace of mind.**
- **In collaboration with the Standing Committee on General Service Questions, the FICSA ExCom should continue capturing the lessons learned and best practices from duty stations that have completed local salary surveys and make the database available to all FICSA members.**

### **Professional Salaries and Allowances**

65. The SC discussed the continuing efforts to hold a train-the-trainers programme, to develop certified FICSA trainers/experts to deliver targeted and high-quality training on the methodology for cost-of-living surveys and agreed on the arrangements for such a course in 2026. It reported the results of a survey to support staff negotiations with administrations on modes of inter-agency mobility. It also reviewed developments, lessons learned and best practices from FICSA members. The SC's full report comprises Annex 8.

### **Decision**

- **To build capacity to support the 2026 round of cost-of-living (COL) surveys, the FICSA ExCom should identify individuals among the FICSA membership with prior experience with the COL survey methodology, professional expertise in related fields, a demonstrated understanding of the topics and a commitment to long-term support of FICSA's broader capacity-building efforts, to be trained in the train-the-trainers workshop on COL surveys before the end of the second quarter of 2026.**

### **Staff–Management Relations**

66. The SC addressed such topics as the need to share the statutes and terms of reference of FICSA's member associations/unions and to collect best practices with respect to their

strategic continuity, institutional memory, accountability and engagement with management. Annex 9 contains the SC's full report.

## **Decisions**

- **The FICSA ExCom, in collaboration with the Standing Committee on Staff–Management Relations, should collate the statutes and terms of reference of staff representatives submitted by staff associations and unions, and make the documents available on the FICSA website.**
- **The FICSA ExCom should:**
  - a. **support the Standing Committee on Staff–Management Relations in collecting good practices from member associations and unions on strategic continuity, institutional memory, accountability and staff–management engagement; and**
  - b. **use them to develop a modular, principle-based governance toolkit to be submitted to the 80th session of the FICSA Council for consideration, before publication on the FICSA website.**

## **Programme Budget, Administration and Strategy**

67. The SC on Programme Budget, Administration and Strategy presented to the Council the proposed budget and the scale of contributions for 2026 (documents [FICSA/C/79/PBAS/4](#) and [FICSA/C/79/PBAS/6](#), respectively; see also appendices 2 and 3 to Annex 10, respectively). Its discussions had also addressed both strategic issues, the work of the FICSA Task Force on Strategy, a proposal to restructure the SC's work and reviews of the various financial reports submitted to it. The SC's full report comprises Annex 10.

## **Decisions on strategic development and FICSA funds**

- **Under the guidance of the FICSA President and General Secretary, the ExCom should:**
  - a. **steer the work of the Task Force on FICSA Strategy, whose membership will comprise the heads of delegations and which shall report on its activities by October 2026; and**
  - b. **devise a communication strategy for FICSA within existing resources.**
- **As to the hosting of FICSA Secretariat staff contracts and/or offices, the FICSA ExCom should provide the heads of delegations with a communication package by 6 March 2026, to help guide delegations in negotiating with their administrations.**
- **As to the contracts of the FICSA Secretariat, the FICSA ExCom should:**
  - a. **collect a list of possible hosts and contract locations, with written expressions of interest from the associations/unions, ideally by 30 March 2026;**

- b. start negotiations with potential hosts on 1 April 2026; and
- c. convene a meeting of the heads of delegations to discuss, evaluate and decide on the expressions of interest, before starting negotiations on the new contract with the potential new host by 30 June 2026, to allow for a reasonable transition.
- With input from the heads of delegations, the FICSA ExCom should assess proposals for the relocation of the Secretariat, using criteria including:
  - a. the availability of office space (including in-kind) and administrative services (Internet access, IT and telephony support, printing, etc.);
  - b. location of premises vis-à-vis representation activities;
  - c. the number of UN organizations that are FICSA members in the duty station, including the number of UN staff that are FICSA members;
  - d. capability of co-hosting of staff contracts/payroll;
  - e. cost of compensation package for Secretariat staff;
  - f. other in-kind contributions.
- The FICSA Council should approve the Standing Committee on Programme Budget, Administration and Strategy's working in two distinct and clearly defined workstreams: a strategic workstream and a programme, administrative and budgetary workstream. This structural clarification is intended to enhance efficiency, strengthen focus and improve accountability by ensuring that long-term strategic development and routine financial oversight are addressed through appropriately differentiated processes. This arrangement would allow for more coherent planning, clearer reporting lines and more effective use of expertise.  
The ExCom and FICSA Task Force on Strategy should submit the necessary amendments to the relevant statutory and procedural documentation to reflect this structure to the 80th FICSA Council.

#### **Draft programme and budget and scale of membership contributions to FICSA for 2024**

68. The proposed budget for 2026 had been calculated at CHF 617,100. The operational budget of CHF 617,100 represented a CHF 1,770 or 0.3% nominal increase over the budget for 2025 (CHF 615,730).

#### **Total Budget (CHF)**

2026: 617,100

2025: 615,730

2024: 679,219 (of which CHF 615,945 was operational and CHF 63,274 for funds replenishment)

2023: 550,000

69. Table 1 breaks down the proposed budget by chapter.

**Table 1. Summary of proposed FICSA budget for 2026, with changes from budget for 2025**

Chapter	Title	Amounts (CHF)	Change from 2025 (%)
1	FICSA representation	104,900	+9.6
2	FICSA Council and ExCom	20,700	-28.0
3	FICSA Administration	491,500	+0.5
<b>Total</b>		617,100	

#### Decisions

- FICSA should leave the Reserve Fund underfunded, considering the budgetary constraints.
- The FICSA Treasurer should explore the possibility of investing a part of the Reserve Fund, and present at a future session of the Standing Committee on Programme Budget, Administration and Strategy possible conservative investment strategies, using as parameters the percentage of the Reserve Fund invested, the financial risk and the return on investment, currency, exchange rate and duration, in compliance with the [FICSA Statutes](#) and financial rules.
- The FICSA ExCom should negotiate with the Global Fund to Fight AIDS, Tuberculosis and Malaria, an associate member, and other members that had served notice to withdraw from FICSA, on the amount of dues applicable during the notice period, with a view to retaining them as members.
- The FICSA ExCom should negotiate with the EPO Staff Association to agree on a payment plan for all arrears of dues in full over the next two years.
- Following the request of WHO/EMRO, the FICSA Council should approve the calculation of WHO/EMRO's dues using the previous transitional measure, maintaining its contribution on the basis of 1.5 units for 2026. FICSA should make up the shortfall in income from the Reserve Fund.

- In view of FICSA's financial situation, the FICSA Treasurer should issue invoices for payment of dues in the full amounts. Upon request, however, members shall be allowed to take advantage of the rebate option available for timely payment.
- The 79th FICSA Council should approve the draft programme and budget for 2026 (FICSA/C/79/PBAS/4) in the amount of CHF 617,100.
- The FICSA ExCom should instruct the FICSA Accountant to introduce a distinct line in the budget entitled "extrabudgetary contributions", and engage with the membership to provide such contributions.
- The 79<sup>th</sup> FICSA Council should approve the scale of contributions for 2026 (FICSA/C/79/PBAS/6).

## **Date and place of the next Council session**

71. The FICSA General Secretary was glad to inform the delegates that FICSA had received a tentative invitation for the 80<sup>th</sup> Council session in 2027 from ICAO, in Montréal, Canada. An offer was made from the floor that WHO/AFRO, in Brazzaville, Congo, could host the 81<sup>st</sup> session of the Council.

## **Closing of the session**

72. The FICSA General Secretary thanked all the colleagues who had contributed to the success of the Council session, including UNGSC Union of GS Staff and other staff, the polling officers, the staff of the FICSA Secretariat and the Council vice-chairs. She thanked those who were leaving ExCom for all the work they had done for FICSA, particularly the former FICSA Treasurer.
73. The Chairperson echoed the thanks of the General Secretary and thanked the Council for the gift that it had presented to him. The FICSA Information Officer thanked all the delegates who were leaving UN service as a result of job cuts for taking part in the Council and standing strong for FICSA. The Chairperson declared the 79th session of the FICSA Council closed.

## **Annex 1. Roundtable Q&A with interlocutors and staff federations**

The FICSA President explained that the roundtable would address as many of the questions submitted by staff as possible. Those that could not be addressed at that time, would be asked and answered by email. The questions were asked by the Council delegates to representatives of the International Civil Service Commission (ICSC), the United Nations Joint Staff Pension Fund (UNJSPF) and the High-Level Committee on Management (HLCM) – and several federations of current and former staff – the Coordinating Committee of International Staff Unions and Associations of the United Nations System (CCISUA) and the United Nations International Civil Servants Federation (UNISERV) and the Federation of Associations of Former International Civil Servants (FAFICS).

### **Review of compensation package, entitlements and salary surveys**

**Question for ICSC** – Could you please let us know:

- ICSC’s plans for conducting the necessary analysis to provide evidence-based, factual options for the margin revision;
- what the role of staff federations will be; and
- how to ensure that the process is evidence-based, also considering the non-factual papers published in late 2025?

The ICSC Chair replied that ICSC would follow the clear guidance of UNGA and its [Statute](#). The Secretariat, guided by the Chief, Salaries and Allowances Division of ICSC, would answer the UNGA at its session in September 2026. The analysis would be completed in May or June. UNGA had asked for changes in the margin before, in the 1980s; this had resulted in the margin range currently in use. The planned approach would include giving UNGA a review of what had been done in the past, reviewing the Noblemaire principle, and – because changes may affect attractiveness and have legal significance – proposing ways to reflect margin changes in compensation. The financial effects of changing the margin were complex; the effects on post-adjustment and exchange rates across all duty stations would need to be analysed, and a precise forecast of them would be difficult.

As to the role of staff federations, ICSC would proceed in the usual dialogue and cooperation with them. Many papers on the margin were not based on sound analysis, and the issue was becoming politicized. ICSC, however, would do its work in the usual way with its usual independence.

**Question for ICSC** – As it stands now, the compensation package of UN staff is not competitive with similar organizations (World Bank, the European Union foreign service, the Organisation for Economic Co-operation and Development). Should the review lead to a further

reduction/weakening, how is the UN system going to attract the best talent out there? Also, is there not a risk of breaking the common system, or having a two-tier system, as specialized agencies will struggle even to attract a specialized profile, as is already happening?

The ICSC Chair said that ICSC had to be guided by UNGA instructions. It was premature to say whether that would result in the reduction of staff compensation, as the process was not complete. It was true that other organizations could offer more favourable conditions for their staff. The UN system was not as generous as it should be, but that was the result of a process of determining compensation over 40–50-years. As two comprehensive reviews had been conducted in the past and the UN system had survived the, he hoped the current process would work in the same way.

**Question for ICSC** – Could you please clarify on the ongoing discussion regarding the mobility incentive and the UNGA’s requests for replacing it with a “non-financial” incentive. In addition, could you please provide an update on developments in the task force on the review of hardship classification methodology and whether any major changes can be expected?

The ICSC Chair explained that a lot of ICSC work focused on field staff. He had nothing to add on the mobility incentive as it was still under discussion and organizations decide how to implement ICSC recommendations. The Chief, Salaries and Allowances Division of ICSC, commented that the working group had decided that the mobility incentive was working as intended. It would report to ICSC in March 2026 and its input would go into ICSC’s report on the compensation package.

As to hardship classification, the working group delivers its report to ICSC’s next session. In addition, ICSC would look at the proposal for family hubs for inclusion in the compensation package.

**Question for ICSC** – Can we expect a change in the Tertiary Education Grant (EG), and if so, would it apply to children of staff currently enrolled at university? That is, if the UN stopped the EG for colleagues enrolled children, the children might have to drop out in the middle of their studies, as the costs would be too high to be covered individually. Could ICSC predict what the UNGA would do or what ICSC’s approach to the question would be? Was it just a political issue?

The ICSC Chair did not think the EG needed to be changed, but the proposal was to let staff choose between childcare and the tertiary EG. UNGA had the power to decide. The abolition of the tertiary EG had been proposed before, and the UNGA had always turned it down. The ICSC Chair’s perspective was that such a change would discriminate against people from the global south, who could not get loans for tertiary education. ICSC did not support abolition.

**Question for ICSC** – As to the methodology for the current, eighth round of local salary surveys, the big news in the methodology review was the introduction of a pilot project to use

purchased external data for some duty stations. How does ICSC think the pilot project is working? What happened at the ICSC session March 2025, when operational rules for implementation were changed?

The Chief, Salaries and Allowances Division said that ICSC was monitoring the progress of the pilot, receiving interim reports in 2025 and 2026. The survey in Montréal has resulted in a significant increase in post adjustment, and ICSC was asked to delay implementation of the results until the organization could consult others in the same city. In summer 2025, ICSC had returned to and approved those results. At the same time, ICSC had decided that organizations could do two things in such cases; organizations could continue interim measures when surveys remained open, or phase in the results if they had significant financial implications. Organizations could also do both things at the same time.

## **UN80 reform process and staff development**

**Question for HLCM** – FICSA represents almost 40,000 staff members, mostly from specialized agencies. As such, we have observed with interest and, at the same time, concern, the unclear relation between the UN80 exercise and the similar ones that were taking place in specialized agencies. Could you please clarify what efforts were planned to harmonize the process, and avoid having parallel, non-converging processes happening at the same time?

The representative of HLCM – the Director, Division of Human Resources at UNHCR and Co-chair of the HR Network – called UN80, not a usual reform process, but a real inflection point. Uncertainty persisted in 2026. As to UN80, it was more important to focus on what all parties could do together than on what it would mean to each of their mandates. UN80 should be seen as an architecture for coordination that offered a chance for serious conversation about what the UN does. While it comprised one common system, it was not one employer. Harmonization may help but must not become uniformity; UN80 was a chance to harmonize the various reform efforts under way. The early actions of various organizations, spurred by the financial situation, could provide useful example for others.

To benefit from this painful period, we need to have tough conversations about what a fair, flexible and effective system would look like. Why would UN remain an attractive employer for all categories of staff, and ensure both diversity and inclusion?

Joint work was the core of UN80. HLCM needs to work with all staff federations, and they need to have access to the constructive discussions underway. See it as an opportunity, not a retirement.

**Question for staff federations** – As you are participating in UN80, how can FICSA get a foot in the door?

The CCISUA President said that the impact and timing of changes varied across organizations, with very heavy job losses in some, and fewer in others. She expected to see further effects on UN organizations in 2026. CCISUA had been asking for the inclusion of staff federations in UN80 working groups for some time and for transparency of all discussions, especially to counteract some misconceptions about staff and to advocate for support to the system.

The UNISERV President agreed. How to get a seat at the table was a perennial question. The inclusion of staff unions varied across organizations. The inclusion and incorporation of staff input were needed to secure buy-in for implementation. Staff federations needed to fight the view that staff input was not necessary for managerial or similar issues. She hoped that the 79<sup>th</sup> session of the FICSA Council might lead to another joint letter to HLCM, asking for inclusion. If staff federations could not get a seat at the table, perhaps they should build their own: a parallel process whose results could be sent to UN80 participants.

**Question for HLCM** – Given that the UN80 initiative requires significant restructuring across all UN organizations, and that the HLCM has already established OneHR as an “agency to streamline, harmonize and modernize defined human resources processes across the United Nations system”, is HLCM considering a system-wide alignment of HR policies? Has the discussion on the restructuring included sharing mitigation measures, particularly to ensure that staff in different entities have access to similar opportunities and that they are treated equitably during organizational change?

The HLCM representative noted that HLCM invites staff federations to engage in all its discussions and urged staff federations to request access if they felt excluded from any initiative.

Staff were the biggest and most costly asset of the UN system. HLCM worked towards a system-wide alignment of HR policies through a very active working group. The intention was to harmonize as far as that made sense. The role of OneHR (and an entity established to offer services for job classification and checking references) was a good example of joint work on tasks with a similar structure. Other examples comprised the UN digital ID, which would ease interagency mobility and learning for staff, and Unify HR, an AI-based tool that put all UN HR policies into a chatbot that enabled every agency to learn from what the others were doing.

**Question for HLCM** – Are there any specific guidelines from HLCM concerning career growth for career staff? In particular, what should be the maximum duration at a same grade, with no possibility of advancement?

As to staff federations’ participation in HLCM bodies, the HLCM representative noted that HR Network meetings had been working groups now carried out preparation for ICSC meetings. There could be more staff federation participation in deliberations of the HR Network, however.

As to duration at one grade, the short answer was that there was no system-wide HLCM or HR Network limit on how much time staff could spend at one level. The HR Network tended to look at what could be learned from other organizations, but organizational structure tended to help determine the answer to that question. HLCM would keep looking at the question; however, as it affected the attractiveness of employment with the UN.

**Question for HLCM** – How was HLCM dealing with uncertain funding and staffing?

The reply was that the impact of the financial crisis on UN organizations varied, with some suffering very painful effects. All donors seemed to be re-evaluating where they put their international funding. Responses to that could include looking for efficiencies, reducing recruitment, etc. Cutting positions was not an efficiency gain unless all parties considered how to deliver more efficiency, e.g., through UN80 reform

**Question for HLCM** – Also, as staff bodies were not included in the set-up of UN80, and the times have led to interagency competition, what does HLCM see staff federations' roles if some blockades to UN80 implementation should arise. Staff feel excluded and unheard.

The answer was that UN80 was an umbrella for many discussions of reforms. Staff feeling unheard was a genuine concern, although reform required a balance between inclusion and decisiveness. If staff distrusted UN80 because they felt excluded, that issue needed to be addressed. The Director, Division of Human Resources at UNHCR, Co-chair of the HR Network, would take that feedback HLCM.

## **Pension issues**

**Question for UNJSPF** – What has been the impact on the Pension Fund of many fixed-term staff prematurely leaving the UN system due to recent job cuts? How is staff input, and protection of acquired pension rights ensured in the pension system review process?

The Chief Executive replied that UNJSPF had a regular cycle of biannual actuarial evaluations. The next would come out in 2026 and the review of the evaluation would deal with the first question. Most of the staff leaving the UN did not take early retirement but withdrew their contributions to UNJSPF.

The UNJSPF Board would discuss the actuarial review at its next meeting. Reviews of benefits, etc., were standard procedure. The UNJSPF team would implement the Board's decisions.

**Question for UNJSPF** – How would organizations' increased use of non-staff contracts affect the sustainability of UNJSPF?

The Chief Executive explained that such questions were the reason why UNJSPF conducted actuarial evaluations to ensure that all its obligations could be met. UNJSPF would examine the

results and decide what, if anything, to do. Delegates should remember that UNJSPF was fully funded, and evaluations were biennial.

**Question for FAFICS** - Are there any additions to the tax requirements of retirees to be considered for staff? While UN salaries are tax-exempt during active service, the taxation of pensions varies depending on the country where a retiree chooses to reside.

The FAFICS President endorsed the need for staff input to UN80.

The decision on where to retire included tax issues among many others. (Also, FAFICS was not a registered tax advisor; all its President could do was give his own opinion.) FAFICS could give lists of tax situations in different countries, but many countries were adjusting tax structures to deal with fiscal issues. Countries took various approaches to taxing UN pensions, ranging from full or partial freedom from taxation to “non-enforcement countries”, in which tax provision were not enforced, to regular taxation of UN pensions.

### **Forthcoming work for staff federations**

**Question for CCISUA and UNISERV** – How should staff federations work together in the coming months?

The UNISERV President said that they should keep doing what they had been doing. The joint preparatory work in advance of ICSC and HLCM meetings was the most effective. She called for continued joint work on legal issues and joint analytical products to ensure that the three federations took similar positions. All the federations should document their analyses to ensure a joint approach. All three federations wished to have observer status in the HR Network.

The CCISUA President fully agreed with those statements. Inclusion was essential. The three federations were doing a good job in taking part in the compensation review, and hoped ICSC agreed with that assessment. They had the joint goal of keeping the UN a valued employer that abided by its own values. One issue needing further discussion was the issuance of non-staff contracts. HLCM was a unique forum that the three staff federations should take full advantage of, and observer status in the HR Network would be very welcome.

The FAFICS President thought that FAFICS participation should be determined person by person and issue by issue, as in FAFICS’ participation in a FICSA standing committee. FAFICS was eager to take part in discussions of health insurance, especially at HLCM. He welcomes UN Digital ID.

The FICSA President thanked all participants in the roundtable for their rich contributions, and thanked the ICSC Chair and the other staff federations for their joint advocacy for staff.

## **Annex 2. Agenda for the 79th FICSA Council**

1. Opening of the session
2. Credentials
3. Election of the Chair and Vice-Chairs and approval of the appointment of the Rapporteur
4. Adoption of the agenda
5. Organization of the Council's work
6. Constitutional matters
7. Questions relating to membership status in FICSA (changes in membership)
8. Report of the Executive Committee for 2025-2026 (March 2025-January 2026)
9. FICSA cooperation with the other staff federations
10. Election of the Executive Committee Officers and Regional Representatives for 2026-2028 (February 2026 to February 2028)
11. Approval of the session report:
  - a. Legal Questions
  - b. Human Resources Management
  - c. Social Security/Occupational Health and Safety
  - d. Conditions of Service in the Field
  - e. General Service Questions (including PTC/GSQ)
  - f. Professional Salaries and Allowances
  - g. Staff/Management Relations
12. Programme Budget, Administration and Strategy Committee (PBAS)
  - a. Draft programme and budget 2026
  - b. The scale of membership contributions to FICSA for 2026
13. Endorsement of Standing Committee officers for 2026–2027 (February 2026–February 2027)
14. Date and place of the next Council session
15. Other business
16. Closing of the session

**Annex 3. Report of the Standing Committee on Legal Questions**

**Annex 4. Report of the Standing Committee on Human Resources Management**

**Annex 5. Report of the Standing Committee on Social Security/Occupational Health and Safety**

**Annex 6. Report of the Standing Committee on Field Issues**

**Annex 7. Report of the Standing Committee on General Service Questions**

**Annex 8. Report of the Standing Committee on Professional Salaries and Allowances**

**Annex 9. Report of the Standing Committee on Staff-Management Relations**

**Annex 10. Report of the Standing Committee on Programme Budget, Administration and Strategy – *internal document – by request only***

**Annex 11. Participants - *internal document – by request only***