

Members' Orientation Session: BUDGET

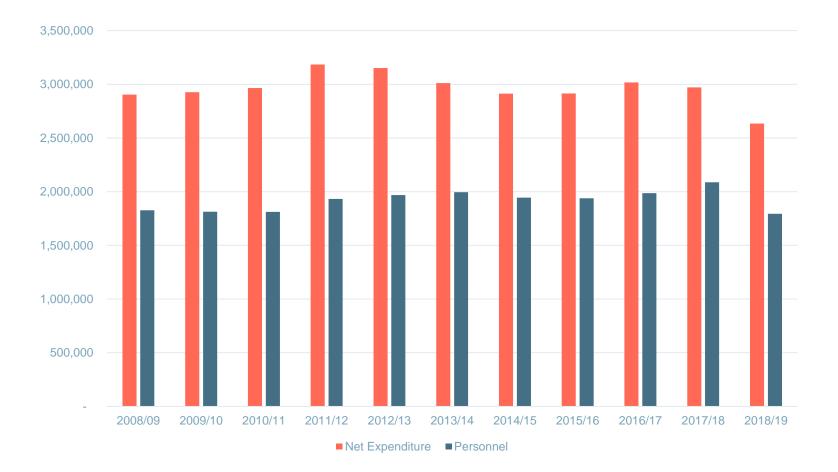
London, 4 February 2019 José Sette – Executive Director Sean Garden – Head of Finance & Administration Tomoko Hayashi – Finance & Budget Officer

Members' Orientation Session

Budget

- Overview: macro to micro
- Relevant governance and rules
- Questions from ICC 123
- Panama query
- Sample calculation of salary
- Questions and answers

Net Expenditure and Personnel Historical Perspective



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Budget – Principles used

• Top-down budget:

- Top-down budgeting is a budgeting method in which develops a high-level budget for the company. Once the top-level numbers are created, amounts are allocated to each individual department of the organization creating a detailed budget with their allocation.
- Bottom-up budget:
 - Bottom-up budgeting is a budgeting method that attempts to determine the underlying costs for each individual department of the organization and then total up each department. This type of budgeting works in contrast to top down budgeting.

• Incremental budget:

• Incremental budgeting is the traditional budgeting method whereby the budget is prepared by taking the current period's budget or actual performance as a base, with incremental amounts then being added for the new budget period.

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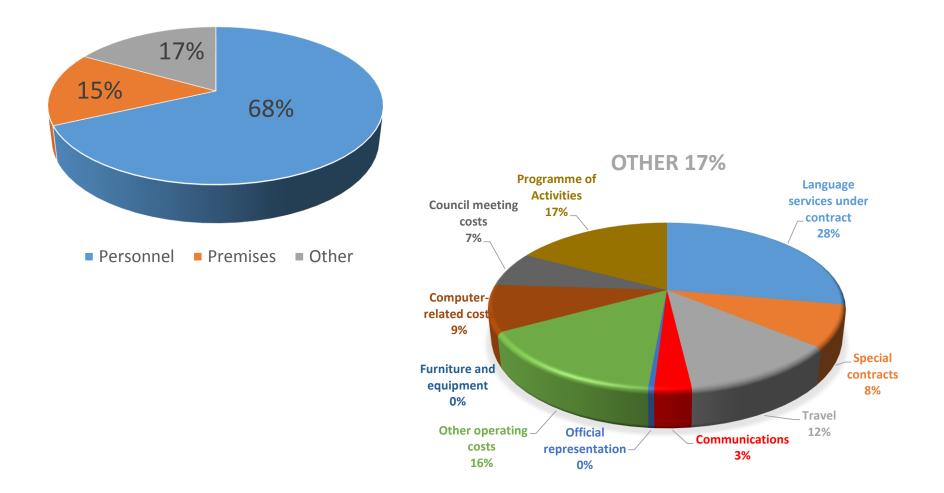
Budget Summary

ADMINISTRATIVE BUDGET 2018/19

SUMMARY OF EXPENDITURE BY ITEM (FIGURES IN £ STERLING)

Item		Proposed 2018/19
1.	Personnel	1,794,000
2.	Language services under contract	123,000
3.	Special contracts	36,000
4.	Travel	54,000
5.	Communications	12,500
6.	Official representation	2,000
7.	Premises	398,500
8.	Other operating costs	69,000
9.	Furniture and equipment	0
10.	Computer-related costs	40,000
11.	Council meeting costs	30,000
12.	Programme of Activities	76,000
Total		2,635,000

Budget Summary



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Why concentrate on Personnel?

68% of the 2018/19 Budget are Personnel costs

- 73% of these Personnel costs are Basic Salaries (Net) and Post Adjustments
- There are **13** Sub-categories under Personnel costs
- 8 of these Sub-categories are affected by FX rates

Personnel Costs

Item	and sub-item	Authorized 2018/19	
1.	Personnel		1,794,000
	1.1	Basic salaries (Net)	806,500
	1.2	Post adjustments	498,000
	1.3	Termination indemnity	0
	1.4	Personal representation allowance	5,000
	1.5	Dependency allowance	42,500
	1.6	Education grant	45,000
	1.7	Provident Fund	318,000
	1.8	Insurance	71,000
	1.9	Initial installation and termination of contracts	0
	1.10	Fares for home leave	6,000
	1.11	Overtime	0
	1.12	Language allowance	2,000
	1.13	Temporary staff	0

Rules Governing Personnel

- Rules of the ICO
 - Chapter V The Executive Director: Rules 43-48
- ICO Staff Regulations and Staff Rules 2017
 - Chapter 2: Classification of Posts and Staff
 - Chapter 3: Salaries and Related Allowances
 - Chapter 4: Appointment and Promotion
 - Chapter 5: Leave
 - Chapter 6: Social Security
 - Chapter 7: Travel and Removal Costs

Personnel Costs Table

Item	Proposed	ICSC* / ICO SR&SR	Currency	Periodicity
1.1 Basic salaries (Net)	806,500	ICSC & ICO Rule 103.2, 103.3	GBP/USD	Annual
1.2 Post adjustments	498,000	ICSC & ICO Rule 103.3	USD	2 x per month
1.3 Termination indemnity	0	ICSC & ICO Rule 111.11	GBP	Intermittent
1.4 Personal representation allowance	5,000	ED contract	GBP/USD	Term
1.5 Dependency allowance	42,500	ICSC & ICO Rule 103.1	GBP/USD	2 x per month
1.6 Education grant	45,000	ICSC & ICO Rule 103.7	USD	5 years
1.7 Provident Fund	318,000	ICSC & ICO Rule 106.1	USD	Annual (2 x per month)
1.8 Insurance	71,000	ICO Rule 106.4	GBP	Annual and Monthly
1.9 Initial installation and termination of contracts	0	ICSC & ICO Rule 103.9, 107.1, 107.20	GBP/USD	Intermittent
1.10 Fares for home leave	6,000	ICSC & ICO Rule 105.3	GBP	Biennial (Annual)
1.11 Overtime	0	ICO Rule 103.4	GBP	Monthly
1.12 Language allowance	2,000	ICSC & ICO Rule 103.6	GBP	Intermittent
1.13 Temporary staff	0	ICO Regulation 3.4	GBP/USD	Intermittent

* ICSC (International Civil Service Commission) documents located at https://icsc.un.org and at https://icsc.un.org/handbook/category

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Links

Links to documents relating to Personnel:

<u>http://www.ico.org/documents/cy2016-</u>
 <u>17/Restricted/icc-119-17e-staff-regulations-rules.pdf</u>

Password: ico2017

- <u>https://icsc.un.org</u>
- <u>https://hr.un.org/handbook/category</u>

Questions from ICC 123

Questions:

- on the breakdown of costs for each category of staff
- on the Establishment Table

Personnel Costs

Breakdown of costs for each category of staff

- Following a number of redundancies, the ICO staff has now been reduced to 14
- The Secretariat is determined to continue to provide the services expected by Members and make savings wherever possible
- While the headcount has been significantly reduced, this does not automatically translate to a corresponding reduction in expenditure, due to a number of factors:
 - composition of staff 'professional/general services' (Regulation 4.2)
 - costs related to recruiting staff internationally
 - honouring staff contractual obligations
 - having to outsource some services (such as translation) due to staff redundancies

Establishment Table

2017/18	2018/19	Post title	Classification
21	14	TOTAL	
2	2	OFFICE OF THE EXECUTIVE DIRECTOR	
1	1	Executive Director	USG
1	1	Personal Assistant	P-2 / P-3
10	8	OPERATIONS DIVISION	
1	1	Head of Operations	D-1
1	1	Chief Economist	P-4 / P-5
1 *	1	Chief, Statistics Section	P-3 / P-4
1 **	1	Senior Economist	P-3 / P-4
1 * **	1	Secretariat and Communications Officer	P-2 / P-3
1	1	Economist	P-1 / P-2
3 * ***	2	Senior Statistical Associate	G-6 / G-7
1 * ***	0	Knowledge Management Associate	G-6 / G-7
9	4	ADMINISTRATION DIVISION	
1 **	1	Head of Finance and Administration	P-5 / D-1
1*	1	Finance and Budget Officer	P-3 / P-4
1*	1	Translation and Documents Coordinator	P-2 / P-3
1 *	1	Administrative Manager	P-2 / P-3
1 * ***	0	Finance and Procurement Associate	G-6/G-7
3 * ** ****	0	Associate Translator	G-6/G-7
1 ** ****	0	Reprographics Operator	G-6 / G-7

* Change of post title

- ** Regrading of classification
- *** Redundancy
- **** Abolition of post

Variances between 2018/19 Budget Rev 2 and Rev 3:

1) The error occurred in the split between categories of staff. The high level figures remain unchanged.

Personnel

6. Annex II shows the proposed Establishment Table of the Organization for 2018/19. The following table gives a breakdown of the cost of personnel for each category of staff in the financial years 2016/17 to 2018/19.

Rev 2	Number of p	oosts		Personnel cost			
	2016/17	2017/18	2018/19	2016/17	2017/18	2018/19	
				£000	£000	£000	
Total	24	22	14	1,987	2,088	1,794	
Professional staff	13	13	12	1,382	1,493	1,502	
General Service staff	11	9	2	605	595	292	
Rev 3	Number of p			Personnel co	ost		
			2018/19	Personnel cc 2016/17	ost 2017/18	2018/19	
	Number of p	oosts	2018/19	_		2018/19 £000	
	Number of p	oosts	2018/19 14	2016/17	2017/18		
Rev 3	Number of p 2016/17	2017/18		2016/17 £000	2017/18 £000	£000	

2) These errors followed through in Table C, Personnel items 1.1 and 1.2 (Annex I-3)

Rev 2 Item and sub-item	Actual 2016/17	Authorized 2017/18	Proposed 2018/19
1. Personnel	1,853,049	2,088,000	1,794,000
1.1 Basic salaries (Net)	1,055,372	1,108,000	849,000
1.2 Post adjustments	292,591	425,000	455,500

Rev 3	Actual	Authorized	Proposed	
Item and sub-item	2016/17	2017/18	2018/19	
1. Personnel	1,853,049	2,088,000	1,794,000	
1.1 Basic salaries (Net)	1,055,372	1,108,000	806,500	
1.2 Post adjustments	292,591	425,000	498,000	

3) These errors followed through in items Personnel 1.2.1 and 1.2.2 in the breakdown of expenditure by item and sub-item (Annex I-6).

Rev 2

- 1.2 Basic salaries and post adjustments (Net): £1,304,500 (£1,533,000):
- 1.2.1 General Service staff: £271,500 (£410,000) Provision has been made for a revision of the salary scale for staff in this category by the IMO as well as normal step increments for staff as provided for under the Staff Rules.
- 1.2.2 Professional and higher categories: £1,033,000 (£1,123,000) Provision has been made for normal step increments for staff as provided for under the Staff Rules.

Rev 3

- 1.2 Basic salaries and post adjustments (Net): £1,304,500 (£1,533,000):
- 1.2.1 General Service staff: £94,500 (£410,000) Provision has been made for a revision of the salary scale for staff in this category by the IMO as well as normal step increments for staff as provided for under the Staff Rules.
- 1.2.2 Professional and higher categories: £1,210,000 (£1,123,000) Provision has been made for normal step increments for staff as provided for under the Staff Rules.

Variances between to 2018/19 Rev1 and Rev2 as per previous slides

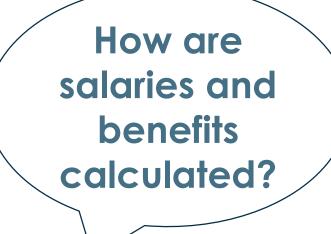
Variances in personnel costs

- Exchange rate and post adjustment
- Promotions
- Insurance and other cost adjustments

Sample Calculation of Salary



ICO's salary is based on UN Common System of Salaries, Allowances and Benefits.





SALARY SCALE FOR THE PROFESSIONAL AND HIGHER CATEGORIES

Salary scale for the Professional and higher categories:

Annual gross salaries and net equivalents after application of staff assessment In US dollars - effective 1 January 2018

Level		1	11	Ш	IV	v	N	VII	VIII	IX	x	XI	ווא	XIII
USG	Gross	194,329												
	Net	143,757												
ASG	Gross	176,292												
	Net	131,853												
D-2	Gross	140,984	144,059	147,133	150,223	153,488	156,750	160,011	163,273	166,535	169,795			
	Net	108,189	110,341	112,493	114,647	116,802	118,955	121,107	123,260	125,413	127,585			
D-1	Gross	126,150	128,851	131,554	134,257	136,951	139,654	142,356	145,053	147,757	150,483	153,347	156,209	159,074
	Net	97,805	99,698	101,588	103,480	105,366	107,258	109,149	111,037	112,930	114,819	116,709	118,598	120,489
P-5	Gross	108,633	110,930	113,230	115,524	117,824	120,119	122,420	124,716	127,013	129,310	131,609	133,903	136,203
	Net	85,543	87,151	88,761	90,367	91,977	93,583	95,194	96,801	98,409	100,017	101,626	103,232	104,842
P-4	Gross	89,253	91,295	93,337	95,379	97,421	99,462	101,636	103,853	106,069	108,284	110,506	112,717	114,936
	Net	71,332	72,884	74,438	75,988	77,540	79,091	80,645	82,197	83,748	85,299	86,854	88,402	89,955
P-3	Gross	73,225	75,114	77,005	78,893	80,784	82,674	84,563	86,457	88,345	90,234	92,128	94,016	95,908
	Net	59,151	80,587	62,024	63,459	64,896	66,332	67,768	69,207	70,642	72,078	73,517	74,952	78,390
P-2	Gross	56,542	58,233	59,922	61,612	63,304	64,996	66,688	68,375	70,067	71,757	73,446	75,139	76,828
	Net	46,472	47,757	49,041	50,325	51,611	52,897	54,183	55,485	56,751	58,035	59,319	60,606	61,889
P-1	Gross	43,792	45,106	46,419	47,734	49,046	50,395	51,829	53,264	54,699	56,134	57,568	59,001	60,437
	Net	36,347	37,438	38,528	39,619	40,708	41,800	42,890	43,981	45,071	48,162	47,252	48,341	49,432

Note: Shaded steps are granted biennially

Staff members in the Professional and higher categories are are paid on the basis of salary scales applied worldwide, and established by the <u>General Assembly of the United Nations</u> on the recommendation of <u>International Civil Service Commission (ICSC)</u>.

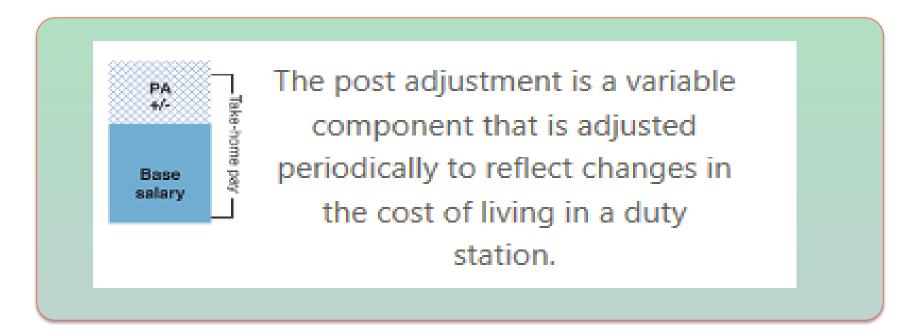
Sample Calculation of Salary

Net Base Salary

Hypothetical Staff: P-2, Step 1 with Spouse and a child (7 years	s old) Home lea	<u>ve year</u>			
	Apr-	18		May-	18
Net Base Salary					
Net Salary	46,472.00		USD	46,472.00	
Post Adjustment	34,389.28		USD	32,530.40	
Total Salary before Allowance & Deductions		80,861.28	USD		79,002.40
		4 40005			4 40005
	PF Exch rate	1.40995		PF Exch rate	1.40995
	UN Exch Rate	1.4100		UN Exch Rate	1.3774
	Post Adj	0.74		Post Adj	0.70



What is the Post Adjustment?



It is applicable to the United Nations Common System staff in the Professional and higher categories.

https://icsc.un.org/Home/DataPostAdjustment

What is the Post Adjustment?

The post adjustment system helps to ensure that no matter where United Nations common system staff work, their take-home pay has a purchasing power equivalent to that at the base of the system, New York. Post adjustment is an amount paid in addition to salary that accounts for the following elements:

- 1) Differences in prices between the location where the staff member works and New York
- 2) local inflation
- 3) The exchange rate of local currency relative to the United States Dollar
- 4) The average expenditure pattern of staff members at a given location.

Sample Calculation of Salary Allowances

	Apr	-18		May	/-18
Total Salary before Allowance & Deductions		80,861.28	USD		79,002.40
Dependency Allowance	2,929.00		USD	2,929.00	
Spouse Allowance	4,851.68		USD	4,740.14	_
Education Grant	12,730.00		USD	12,730.00	
Home Leave	1,500.00		USD	1,500.00	
Total Allowances		22,010.68	USD		21,899.14
Salary before Deductions		102,871.96	USD		100,901.54
Salary before Deductions		72,958.83	GBP		73,255.08
			Difference	of £ 296.25	
				rences of Post Adju te in April and Ma	
					y 2010.
	PF Exch rate	1.40995		PF Exch rate	1.40995
	UN Exch Rate	1.41		UN Exch Rate	1.3774
	Post Adj	0.74		Post Adj	0.70

Dependency and Child Allowances for Professional Staff

Dependent spouse allowance is payable at a rate of six per cent of net remuneration, i.e. net base/floor salary plus post adjustment, to eligible staff members whose spouse's annual earnings does not exceed an established limit

For **Child allowance**, at hard-currency (Group I) location including UK, the United States dollar amount of the allowance, currently \$2,929, is converted to local currency using the official United Nations exchange rate.



Education Grant

Education expen	ses:		Amount in US dolla	га	
Tuition (including m	D				
Enrollment related f	iees	0		0	
		Calcu	ulate		
Fotal admissible ex	penses	0			\$15,000
Estimated Reimbur	sement	0			\$12,730
Bracket	at least	but less than	Expenses	Percent	Reimbursement paid
1	\$0	\$11,600	\$11,600	86%	\$9,976
2	\$11,600	\$17,400	\$3,400	81%	\$2,754
3	\$17,400	\$23,200	\$0	76%	\$0
4	\$23,200	\$29,000	\$0	71%	\$0
5	\$29,000	\$34,800	\$0	66%	\$0
6	\$34,800	\$40,600	\$0	61%	\$0
7	\$40,600	\$999,999	\$0	0%	\$0
Reimbursement a	mount :				\$12,730
Total education	grant :				\$12,730



The Operational Rates of Exchange are intended only for the internal record-keeping of the United Nations.

United Nations

Currency Code	Operational Rate	Effective Date
GBP	0.765	01 Feb 2019
GBP	0.78	15 Jan 2019
GBP	0.791	31 Dec 2018
GBP	0.783	01 Dec 2018
GBP	0.784	01 Nov 2018
GBP	0.757	15 Oct 2018
GBP	0.761	01 Oct 2018
GBP	0.769	01 Sep 2018
GBP	0.782	15 Aug 2018
GBP	0.761	01 Aug 2018
GBP	0.764	30 Jun 2018
GBP	0.748	14 Jun 2018
GBP	0.752	01 Jun 2018
GBP	0.726	01 May 2018
GBP	0.709	01 Apr 2018

Pensionable remuneration for the Professional and Higher categories

PENSIONABLE REMUNERATION FOR STAFF IN THE PROFESSIONAL AND HIGHER CATEGORIES (in United States dollars) Effective 1 February 2018

Loval	STEP S												
Level	Ι	II	III	IV	v	VI	VII	VIII	IX	х	XI	XII	XIII
USG	311,276												
ASG	287,705												
D-2	233,802	239,233	244,671	250,109	255,540	260,976	266,410	271,845	277,278	282,711			
D-1	207,980	212,583	217,446	221,906	226,365	230,815	235,274	239,953	244,733	249,511	254,281	258,586	263,184
P-5	180,942	184,732	188,523	192,321	196,110	199,903	203,692	207,489	211,279	215,072	218,864	222,666	226,731
P-4	147,697	151,352	154,999	158,648	162,307	165,953	169,606	173,261	176,909	180,557	184,206	187,870	191,515
P-3	121,389	124,491	127,589	130,682	133,785	136,880	139,979	143,081	146,324	149,714	153,101	156,486	159,875
P-2	94,047	96,819	99,587	102,365	105,131	107,904	110,675	113,445	116,216	118,985	121,759	124,531	127,298
P-1	72,214	74,566	76,919	79,270	81,623	83,975	86,327	88,679	91,031	93,384	95,735	98,087	100,439

Sample Calculation of Salary Deductions

	Apr-	18		May	-18
Salary before Deductions		72,958.83	GBP		73,255.08
Deductions					
Less: Staff contribution to Provident Fund	-6,670.24		GBP	-6,670.24	
Less: Insurance	-910.32		GBP	-910.32	
Total Deductions		-7,580.56			-7,580.5
Net Annual Salary	-	65,378.27	GBP	-	65,674.5
			Differenc	e of £ 296.25	
		Due to the diffe	rences of Pos	st Adjustments and t	he UN exch
	l		Rate in April	and May 2018.	
	PF Exch rate	1.40995		PF Exch rate	1.4099
	UN Exch Rate	1.410		UN Exch Rate	1.377
	Post Adj	0.74		Post Adj	0.

Sample Calculation of GS Salary Net Base Salary and Allowances

Salary and Allowances - General Staff

Earnings & Deductions (Annually)

Hypothetical case : G-5, Step 1 with one child, joined in ICO in 2015, certified for the 2nd UN language

	Apr-18		May-18
Net Base Salary	28,978.00	GBP	28,978.00
Allowances			
Dependancy Allowance	1,434.00	GBP	1,434.00
Language Allowance	1,388.00	GBP	1,388.00
Total Allowances	2,822.00	GBP	2,822.00
Total Net Salary before Deductions	31,800.00	GBP	31,800.00

SALARY SCALE FOR THE GENERAL STAFFS

				JNI	ТЕ	E D	N A	A T	10	N S			N	A	т	10		N S		UN		E (3	
											-													
										Lone	don (Unite	d Kingdo)m)											
						Ge	nera	l Ser	vice (Cate	gory - Ann	iual Salai	ries	and	d A	llow	ar	ices						
											(in Poun	ids) a/												
										Ef	fective 1	May 2018	8											
						s		т		Е	P	s												
Level		1	Ш	Ш		IV			v		VI	VII	_	VI		-		IX				x		XI
1	(Gross)	23153	24116	25	080	20	3044		2700	7	27971	2893	5	2	299	22		309	924		31	1927		32930
÷	(Gross Pens.)	22872	23836		799		5763		2672		27690	2865	-	_	296			30				1544		32508
	(Total Net)	18414	19156		898		0640		2138		22124	2286			236			24				5092		25834
	(Net Pens.)	18414	19156		898		640		2138		22124	22860			236			243				5092		25834
2	(Gross)	26023	27096	28	168	2	9241		3035	4	31470	3258	6	3	337	03		34	319		35	5935		37051
	(Gross Pens.)	25746	26818	27	890	2	3962		3003	2	31105	3217	7	3	332	48		343	321		35	5392		36464
	(Total Net)	20624	21450	22	276	2	3102		2392	8	24754	2558	0	2	264	06		273	232		28	8058		28884
	(Net Pens.)	20624	21450	222	276	23	8102		2392	8	24754	25580	0	2	264	06		272	232		28	8058		28884
3	(Gross)	29235	30482	31	734	3	2985		3423	6	35488	3673	9	3	379	91		392	242		40	0493		41745
	(Gross Pens.)	28958	30159	31	361	33	2562		3376	5	34967	3616	8	3	373	69		38	571		- 39	9772		41008
	(Total Net)	23097	24023	24	949	2	5875		2680	1	27727	2865	3	2	295	79		30	505		31	1431		32357
	(Net Pens.)	23097	24023	249	949	- 25	875		2680	1	27727	28653	3	2	295	79		305	505		31	431		32357
4	(Gross)	32981	34378	35	776	3	7173		3857	0	39968	4136	5	4	427	62		44	172		48	5671		47170
	(Gross Pens.)	32557	33900	35	242	3	6585		3792	7	39270	4063	3	4	420	30		434	427		44	4823		46221
	(Total Net)	25872	26906	27	940	2	3974		3000	8	31042	3207	6	3	331	10		34	144		35	5178		36212
	(Net Pens.)	25872	26906	275	940	- 28	8974		3000	8	31042	32076	6	3	331	10		341	44		35	5178		36212
5	(Gross)	37178	38745	40	311	4	1877		4344	3	45084	4676	4	4	484	43		50	123		51	1803		53483
	(Gross Pens.)	36588	38094	39	599	4	1143		4271	0	44276	4584	4	4	474	10		48	977		50	0543		52110
	(Total Net)	28978	30137	31	296	33	2455		3361	4	34773	3593	2	3	370	91		382	250		- 39	9409		40568
	(Net Pens.)	28978	30137	312	296	- 32	455		3361	4	34773	35932	2	3	370	91		382	250		39	9409		40568
6	(Gross)	41884	43636		491		7371		4925		51130	5301	-		548				770			8649		60529
	(Gross Pens.)	41149	42902		656		6408		4816		49916	5166			534				175			6927		58681
	(Total Net)	32460	33757		054		6351		3764		38945	4024			415			421				4133		45430
	(Net Pens.)	32460	33757	350	054	36	351		3764	8	38945	40242	2	4	115	39		428	36		44	133		45430
7	(Gross)	47380	49481	51	583	5	3684		5578	6	57887	5998	8	e	820	90		64	191		66	6293		68394
	(Gross Pens.)	46415	48375	50	336	5	2294		5425	5	56213	5817	4	e	601	33		623	228		64	4330		66431
	(Total Net)	36357	37807	39	257	4	0707		4215	7	43607	4505	7	4	465	07		479	957		49	9407		50857
	(Net Pens.)	36357	37807	392	257	40	707		4215	7	43607	45057	7	4	165	27		479	957		49	407		50857

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Dependency and Child Allowances for General Staff (ICSC&ICO Rule 103.1)

Dependent Child

- First dependent child of a married staff member GBP 1,434
- First dependent child of single, widowed, or divorced staff member GBP 1,434

Language allowance for General Staff (ICSC&ICO Rule 103.6)

Language allowance is included as a part of pensionable remuneration.

- First Language
 GBP 1,388 net per annum
- Second Language
 GBP 694 net per annum

Sample Calculation of Salary Deductions

Hypothetical case : G-5, Step 1 with Spouse and a child, joined in ICO in 2015, certified for the 2nd UN language

	Apr-18		May-18
Total Net Salary before Deductions	31,800.00	GBP	31,800.00
Deductions			
Less: Staff contribution to Provident Fund	-3,797.60	GBP	-3,797.60
Less: Insurance	-910.32	GBP	-910.32
Net Annual Salary	27,092.08	GBP	27,092.08
	No difference a	as the General Sta	aff Salary is in GBP.



Personnel Links

Item	ICSC* / ICO SR&SR	Currency	Notes
1.1 Basic salaries (Net)	ICSC & ICO Rule 103.2, 103.3	GBP/USD	https://icsc.un.org/Home/GetDataFile/5011
	UN Exchange Rate		https://icsc.un.org/Home/GetDataFile/5011
1.2 Post adjustments	ICSC & ICO Rule 103.3	USD	https://icsc.un.org/Home/DataPostAdjustment
1.5 Dependency allowance	ICSC & ICO Rule 103.1	GBP/USD	2 x per month
1.6 Education grant	ICSC & ICO Rule 103.7	USD	http://commonsystem.org/cp/
1.7 Provident Fund	ICSC & ICO Rule 106.1	USD	Annual (2 x per month)
1.8 Insurance	ICO Rule 106.4	GBP	Annual and Monthly
1.10 Fares for home leave	ICSC & ICO Rule 105.3	GBP	Biennial (Annual)
1.12 Language allowance	ICSC & ICO Rule 103.6	GBP	Intermittent

* ICSC (International Civil Service Commission) documents located at https://icsc.un.org and at https://icsc.un.org/handbook/category

Questions and Answer Session



INTERNATIONAL COFFEE ORGANIZATION

Thank you