



SECOND ITEM ON THE AGENDA

ILO accommodation strategy

Introduction

1. The Governing Body will recall that at its 291st Session (November 2004), it reviewed a preliminary document on ILO office accommodation¹ and made a number of suggestions to assist the Office in preparing an accommodation strategy and in ensuring an adequate and effective system for the overall management and maintenance of its offices. The main points of the discussion are summarized below:²
 - (a) An accommodation strategy should be linked to the main programmes and activities of the Organization. The strategy should take into account the geopolitical realities and developments, and the need for the Organization to be responsive to the evolving demands for services by its constituents, in line with the decisions of the International Labour Conference and the Governing Body.
 - (b) An accommodation strategy should ensure that all offices respect safety and health standards and, in particular, the recommendations of the Minimum Operating Security Standards (MOSS) established by the United Nations Office of Security Coordinator (UNSECOORD) for offices in field duty stations.³
 - (c) Recognizing the difficulty of financing the renovation of the ILO headquarters building under a zero-growth regular budget, the Governing Body requested re-examination of funding options other than the Building and Accommodation Fund (BAF) and that information be provided on the renovation work to be carried out at headquarters, set out according to the Office's priorities, together with the financial implications.

¹ GB.291/PFA/BS/4.

² GB.291/PFA/2.

³ By decision of the United Nations General Assembly in December 2004, UNSECOORD has been incorporated into a newly created Department of Safety and Security (DSS).

Current policy and practice

2. Taking into account the abovementioned comments by the Governing Body, as well as the considerations outlined in the document submitted by the Office last November, it is useful to recall the current policy and standards used by the Office on matters relating to accommodation. Although not set out in a single policy statement, the criteria, the set of existing regulations, and the directives issued by the Office, together with guidance given by the Governing Body over the years, represent a policy framework within which decisions on accommodation matters are taken by the Office.

3. Article 38(1) of the ILO revised Constitution (1946) provides as follows:

The International Labour Organisation may convene such regional conferences and establish such regional agencies as may be desirable to promote the aims and purposes of the Organisation.

At the time this provision was included in the Constitution, the Office operated from its headquarters in Geneva and a few liaison offices. Today, the Office operates through a network of nearly 50 offices, nine of which are owned by the ILO,⁴ as well as a large number of projects throughout the world accommodated in ILO or other premises.

4. The review of current accommodation policy and practice in this paper deals with Office activities under the regular budget as well as the accommodation of technical cooperation projects. For technical cooperation projects, current practice is to provide space whenever possible in ILO established offices, either free of charge or through a financial contribution from the project. In certain cases, projects are accommodated directly by government ministries when suitable office space is available. Alternatively, technical cooperation projects locate accommodation in the real estate market of the duty stations where they operate. Decisions are made on a case-by-case basis depending on varying circumstances such as the project size, its geographical location, availability of space in ILO established offices in the same location, or facilities provided by the host countries. It is often the chief technical adviser of a project who undertakes the search for suitable accommodation, sometimes with the assistance of the local government, or the relevant ILO office. The policy and procedures for determining rental fees for projects also varies from case to case. However, all lease agreements and other rental arrangements require approval by the legal and financial services.

5. Concerning established ILO offices, when making lease or buy decisions, the ILO takes account of a number of factors ranging from geopolitical considerations to the institutional relationship that exists between the Office and the member States concerned, the advantages of delivering programmes directly in a specific country or region, the financial advantages emerging from the cost-benefit analysis, and the standards relating to working conditions and security in a country.

6. In relation to the acceptance of gifts, whether of buildings or land, the following principles are taken into consideration by the Director-General when making a recommendation to the Governing Body:

- the need of the Office for such premises in the light of the Organization's programmes and activities in the country or the region concerned;
- the financial advantages that the Organization may derive by acquiring the property;

⁴ See appendix to GB.291/PFA/BS/4.

- the relief to the regular budget by rendering unnecessary future provisions for rental costs, with the added advantage of avoiding escalation of such costs;
 - the qualitative advantage in terms of having premises that are fully adapted to the requirements of the Office, together with possible facilities which might permit the holding of national or subregional tripartite symposia and seminars;
 - the right of the Organization to dispose of the property without undue restrictions so that it can maintain flexibility to adapt its field structure to changing conditions and circumstances in the management of its programmes.⁵
7. In the case of a gift of land from a member State, the proposal for construction of a new office follows detailed procedures. In accordance with the Financial Regulations, acceptance of gifts is a matter for decision by the International Labour Conference on the recommendation of the Governing Body. However, the Conference may require that the Governing Body be fully satisfied, prior to final acceptance of the gift, with the financial and architectural aspects of the project.
8. The Office also carries out a cost-benefit analysis when decisions concerning acquiring property are to be taken. Similar to the approach undertaken in the private sector, the Office fully investigates the financial advantages for the Organization when acquiring a property by assessing its value and maintenance cost, in relation to the rental costs and their escalation, the collateral cost of renting additional space (e.g., conference rooms, parking facilities), the cost of any maintenance and other possible renovation work that may be necessary. The cost-benefit analysis is conducted on a case-by-case basis using a reference period of five to 15 years which is generally shorter than that used in the private sector (15 to 25 years). This, for instance, was the case for Brussels,⁶ where the cost-benefit analysis showed clearly that a decision to purchase the office was the best financial option because of the advantageous price set by the owner, the avoidance of relatively high rental payments, removal expenses and refurbishment costs, and minimizing disruption of the activities of the Brussels Office. In the case of Lima,⁷ the cost-benefit analysis showed clearly the financial disadvantages of renting additional space (conference facilities and parking); the inadequacy of the former premises and the high cost associated with moving the office to other premises. In the case of Buenos Aires, the purchase of the office represented the equivalent of two and a half years of rental costs, clearly demonstrating the financial advantage to the Office of purchasing a new office, in addition to other advantages gained, including access to parking facilities, a better location and improved security.
9. In line with obligations under the Financial Rules, the competitive bidding process is also part of the decision-making procedure followed by the Office. For recent construction projects (Lima, Santiago, Dar es Salaam), this procedure has been followed, whether for the selection of the architect or the contractor, or for the purchase of goods and equipment. The following describes the standard procedure applied to construction projects:
- following the Governing Body decision, the Office appoints a project sponsor (normally the Internal Administration Bureau) and a project manager;

⁵ GB.254/PFA/3/3.

⁶ GB.267/PFA/BS/3.

⁷ GB.283/PFA/4.

- a bid is then prepared for the selection of an architect under conditions of anonymity, in line with a short tender document prepared by the Office;
 - the choice of the project is made by a selection committee which includes the project manager, independent architects and local office staff representatives. The selected project is also submitted to the Director-General;
 - the architect is required to present an advance project for submission to the Governing Body, including detailed financial proposals and technical specifications;
 - upon approval by the Governing Body, the Office and the architect together, prepare the bidding document for the selection of the contractor, after preliminary scrutiny of the most reputable local contractors;
 - the contractors' offers are submitted to the ILO Contracts Committee and the Treasurer for decision. The Office of the Legal Adviser clears the contract;
 - once the selection of the contractor is approved, the results are presented to the Governing Body for acceptance, unless other procedures have been approved by the Governing Body.
- 10.** The project is then monitored for the Office by the project manager, the architect and technical experts, to make sure that the construction conforms to the project design and meets the required ILO standards. Regular reports are submitted to the Governing Body until the successful completion of the project.
- 11.** Accommodation decisions are also governed by a set of regulations and rules, manuals and directives issued by the Office over the years with a view to managing efficiently all office premises. Many of these regulations and rules are designed to monitor and regulate specific aspects of ILO accommodation. They include regulations and rules covering financial matters; the standards of inventory; the distribution of responsibility between the Internal Administration and the field; the criteria for managing construction and renovation work; the management of property and equipment; guidelines on accessibility and the services and facilities provided to ensure a good working environment for the staff.
- 12.** Both the Internal and External Auditors regularly review the managerial aspects of accommodation policies and practice, and report to the International Labour Conference or the Governing Body on their conclusions and findings. For example, the procedures for property and equipment management were thoroughly reviewed by the external auditor in 2000 and the findings and recommendations were presented to the Governing Body.⁸ A review of the Office inventory system was undertaken by the external auditor in 2002.⁹
- 13.** One of the points raised during the last debate by the Governing Body related to the standards generally applied by other organizations of the United Nations system and more generally, the question of accommodation within the UN common system. In 1997, pursuant to the recommendations of the Joint Inspection Unit aimed at favouring the

⁸ See Report of the External Auditor on the accounts of the 1998-99 financial period and GB.280/PFA/4.

⁹ See Report of the External Auditor for the 2000-01 financial period.

“United Nations system common premises and services in the field,” the ILO Governing Body extensively discussed the principles behind this policy and concluded as follows:¹⁰

The ILO supports the principles behind the development and expansion of common premises and services for the United Nations system and would certainly welcome the advantages and financial benefits inherent in such arrangements. Participation in common premises might not, however, be feasible in certain countries where the constituents of the Organization may attach great importance to separate and identifiable premises. Therefore, the Director-General reserves the right to consider each proposal on a case-by-case basis and to opt out of the shared premises when warranted by circumstances.

14. The countries where the ILO currently shares premises with the United Nations were listed in the appendix to the document submitted to the November 2004 session of the Governing Body.¹¹
15. The standards applied by the Office in respect of safety and health, security, services and facilities, always reflect, as a minimum, national regulations and procedures. The standards also reflect those generally applied by other UN organizations based in the country concerned. As accommodation standards evolve over time, the Office is committed to making the necessary adaptations within its budgetary constraints.
16. Suitable measures are taken to prevent risks for workers, the public and the environment. Whenever building is undertaken, for instance, as well as applying national regulations the Office calls on a neutral body to monitor and oversee such measures for the duration of the works, and contracts awarded to local enterprises refer not only to local standards but also to ILO Office requirements for compliance with labour standards.
17. Evacuation procedures are drawn up for every office and drills are held regularly. Emergency exits and fire prevention and control measures are indicated clearly in office premises. Fire prevention and fire fighting equipment is checked regularly by independent bodies. Provision is made for access to premises and services for people with restricted mobility.¹² Access control and surveillance of entrances of buildings and parking areas is adapted to the location. Technical and structural arrangements are put in place on the basis of local needs.
18. The offices ensure that the use of materials in buildings is consistent with existing safety and health regulations. Where it has been found that, owing to the age of the building, materials no longer conform to current standards, the Office requires upgrading and modernization of the building and the removal of the materials in question. There are special security measures for vital equipment (electricity, telephone, computers, network), ranging from closure of premises to the installation of automatic detectors and including fire prevention measures. Access to such premises is restricted to authorized persons.
19. In addition to these general safety and security measures, the Office continues to upgrade the security in all its premises in the field to take account of the Minimum Operating Security Standards (MOSS) established by UNSECOORD (now DSS). The Governing Body in its recent sessions underlined the importance of MOSS compliance in all ILO offices in the field and requested the Office to ensure it. MOSS provides UN system-wide standards in office security, which is applicable to all duty stations, as well as additional

¹⁰ GB.270/PFA/11.

¹¹ GB.291/PFA/BS/4.

¹² *Making ILO offices accessible to persons with disabilities, Access Handbook*, ILO, 2005.

country-specific standards. MOSS is not a static standard but an evolving one. In particular, the country-specific MOSS may change in line with the security situation in the country concerned. Thus, the Office's activity for MOSS compliance should not be seen as a one-time operation but as a continuous requirement. It is currently funded from the allocation approved by the Governing Body from the 2000-01 cash surplus. Concerning headquarters, although the UN has not promulgated common minimum standards, the ILO has enhanced its security with the introduction of mechanisms to monitor access to the building and parking areas while at the same time ensuring free access to constituents.

A more comprehensive accommodation strategy

20. In reviewing existing accommodation policy and practice, the Office has identified a number of areas where policy and practice could be clarified and strengthened so as to establish a more coherent accommodation strategy that responds to the principles and policies as defined by the Governing Body, taking into account resource constraints. It will also ensure that the level of services and activities is maintained in accordance with the priorities set by the Governing Body.

Review of network of field offices

21. The current network of established ILO offices (see the appendix) is the result of a combination of factors. In the mid-1990s, with the introduction of the Active Partnership Policy, an expansion of the ILO presence in the field followed comprehensive discussions in the Governing Body and the International Labour Conference in the context of programme and budget proposals. The Programme and Budget proposals for 2006-07 contain a proposal that a review of the current network of ILO offices be undertaken starting with a review of the ILO offices in developed countries.¹³ The criteria for reviewing the network of ILO offices in each region should include careful consideration of the financial, human and political consequences of closing or relocating any particular office. Any such review should also provide for contingencies, such as the evacuation of an office due to the security situation in the country.

Accommodation of technical cooperation projects

22. Because of their temporary nature, technical cooperation projects have different needs and require flexible arrangements in relation to office accommodation. Many ILO established offices accommodate technical cooperation projects under varying arrangements (see paragraph 4 above). In December 2004,¹⁴ staff funded from extra-budgetary resources and accommodated at headquarters constituted 12 per cent of the total; in ILO established field offices, the proportion was 16 per cent.¹⁵ In order to ensure a more consistent approach to the accommodation of project staff, including the financial arrangements, the Office could elaborate a framework policy and guidelines for the accommodation of technical cooperation project staff in ILO established offices.

¹³ GB.292/PFA/8.

¹⁴ See table I in GB.292/PFA/16.

¹⁵ These percentages do not take into account consultants and staff on short-term contracts.

Resources

23. Another main concern expressed by the Governing Body was the appropriate allocation of resources to manage an accommodation strategy effectively and efficiently. At present, the budgetary allocations take account of day-to-day running and maintenance costs of ILO premises, both for the field and for headquarters. The Building and Accommodation Fund exists to meet in particular the costs of construction alterations, repairs and renewals. However available funding is insufficient to meet current needs.
24. Whenever repairs or renovations which go beyond day-to-day maintenance needs have been required, they are financed either from one-time allocations from budgetary surpluses, from savings from the general budget or from savings achieved by the Internal Administration from its own budget, including through the renegotiation of contracts. In the context of ongoing financial constraints, it will be difficult to maintain a similar approach in the future. In addition, the lack of sufficient resources to support a regular renovation plan beyond day-to-day maintenance has increased the scale of resources now required.
25. In this connection, it would be desirable for the Office to prepare a medium-term investment plan. The plan should provide detailed estimates concerning construction, renovation and infrastructural maintenance requirements of ILO buildings. The main purpose of the plan would be to anticipate, within a planned time frame, the interventions which may be required for the sound maintenance of premises. It should also allow for measures which may be required following unanticipated events or emergencies, to avoid diverting programme resources to meet accommodation needs. Such a plan could be submitted periodically for approval to the Governing Body, through the Building Subcommittee of the Programme, Financial and Administrative Committee. The Director-General's Programme and Budget proposal for 2006-07 includes a request for investment funds to undertake the more immediate repairs needed at the ILO headquarters building.
26. The Building and Accommodation Fund (BAF) could be the mechanism for financing such a medium-term investment plan. The BAF was established in 1949 "to provide a means of handling real estate transactions and, since 1974, to meet the costs of construction, alterations, repairs and renewals in respect of premises belonging to the Organisation and in particular the headquarters building." Article 11.3 of the Financial Regulations and Financial Rule 3.32 govern the use of the fund. The BAF is funded mainly from annual contributions from the regular budget (some 365,000 Swiss francs per biennium) as well as from income from rental of office space, meeting rooms, parking lots or land (some 600,000 Swiss francs per biennium). The financial status of the BAF is reported regularly to the Governing Body in the financial statements at the end of the first year of the biennium as well as in the biennial financial statements and audited accounts.
27. In the light of the need for a regular investment plan, consideration should be given to providing the BAF with a supplementary allocation to increase the funding available for the rehabilitation and major repairs required both for headquarters and field offices. In the prevailing commercial conditions, the annual amount to be provided should ideally be built on an annual increase of 2 per cent of the value of the assets with 1 per cent representing the day-to-day maintenance of the building and 1 per cent of the reserve to be accumulated for major repairs. In the case of the ILO headquarters for instance, the 1 per cent of the insured value would amount to about 4 million Swiss francs per annum. For the eight ILO owned external offices (including the new Santiago property), 1 per cent of their construction value would amount to US\$100,000 per annum.

28. *The Building Subcommittee may wish to recommend to the Programme, Financial and Administrative Committee that it recommend to the Governing Body that:*

- (a) it note the policy and practices currently governing accommodation decisions, and request that they be compiled in a compendium to be regularly updated by the Office;***
- (b) it note the adequacy of the standards of accommodation provided by the Office for its staff, which reflect those of other organizations of the United Nations system, and request that the Office monitor and update those standards, as appropriate, according to evolving needs, especially in the area of security;***
- (c) it request the Office to initiate a review, in consultation with the constituents, of the current network of ILO established offices in developed countries taking account of programme delivery considerations;***
- (d) it urge the Office to review the accommodation arrangements relating to technical cooperation projects with a view to establishing a more coherent and uniform policy in relation to the accommodation of project staff in ILO established offices;***
- (e) it request the Office to prepare a five-year investment plan, including possible sources of financing, for the updating and modernization of the headquarters building and the field offices, enabling the Governing Body to allocate resources without disruption of ILO programmes, and to present such a plan to a future session of the Governing Body, including possible changes to the rules governing the use of the Building and Accommodation Fund.***

Geneva, 17 February 2005.

Point for decision: Paragraph 28.

Appendix

Geographical coverage of ILO Offices, 1 April 2003

ILO Offices reporting directly to the Director-General		
ILO Offices	Countries	Comment
ILO-Tokyo	Japan	ILO-Tokyo liaises with SRO-Bangkok for technical assistance for Japan and technical cooperation of common interest in the region. SRO-Bangkok provides technical support, in consultation with RO-Bangkok.
ILO-Washington	United States	
ILO-New York	<i>United Nations</i> ¹⁶	
Regional Office for Africa (RO-Abidjan)		
Regional and Subregional Offices	Countries	ILO Offices and other
RO-Abidjan		
SRO-Abidjan	Benin Burkina Faso Côte d'Ivoire Niger Togo	
	Ghana Liberia Nigeria Sierra Leone	ILO Office, Lagos
SRO-Addis Ababa	Djibouti Eritrea Ethiopia	
	Comoros Madagascar Mauritius Seychelles	ILO Office, Antananarivo
	Kenya Somalia Tanzania, United Republic of Uganda	ILO Office, Dar es Salaam

¹⁶ Italics refer to non-member States.

Regional Office for Africa (RO-Abidjan)		
Regional and Subregional Offices	Countries	ILO Offices and other
SRO-Cairo	Egypt Sudan	
	Algeria Libyan Arab Jamahiriya Morocco Tunisia	ILO Office, Algiers
SRO-Dakar	Cape Verde Gambia Guinea Guinea-Bissau Mali Mauritania Senegal	
SRO-Harare	Zimbabwe	
	Malawi Mozambique Zambia	ILO Office, Lusaka
SRO-Yaoundé	Botswana Lesotho Namibia South Africa Swaziland	ILO Office, Pretoria
	Angola Cameroon Central African Republic Chad Equatorial Guinea Gabon Sao Tome and Principe	
	Burundi Congo Democratic Republic of the Congo Rwanda	ILO Office, Kinshasa
Regional Office for Arab States (RO-Beirut)		
Regional and Subregional Offices	Countries	ILO Offices and other
RO-Beirut	Bahrain Iraq Jordan Lebanon Oman Qatar Saudi Arabia Syrian Arab Republic United Arab Emirates Yemen	
	Kuwait	ILO representative, Kuwait
	West Bank and Gaza	ILO representative, Jerusalem

Regional Office for Asia and the Pacific (RO-Bangkok)		
Regional and Subregional Offices	Countries	ILO Offices and other
RO-Bangkok	Australia New Zealand	Technical cooperation coordinated by SRO-Manila.
	Afghanistan	Senior Coordinator reports to RO-Bangkok, receives technical support from SRO-New Delhi.
SRO-Bangkok	<i>Brunei Darussalam</i> Cambodia Korea, Democratic Republic of Korea, Republic of Lao People's Democratic Republic Malaysia Singapore Thailand	
	Myanmar	ILO Liaison Officer in Yangon reports to the Director-General through ED/NORM.
	Viet Nam	ILO Office, Hanoi
	Timor-Leste	ILO Liaison Officer in Dili
	China (including Hong Kong SAR and Macao SAR) Mongolia	ILO Office, Beijing
SRO-New Delhi	<i>Bhutan</i> India Iran, Islamic Republic of	
	Bangladesh	ILO Office, Dhaka
	<i>Maldives</i> Sri Lanka	ILO Office, Colombo
	Nepal	ILO Office, Kathmandu
	Pakistan	ILO Office, Islamabad

Regional Office for Asia and the Pacific (RO-Bangkok)		
Regional and Subregional Offices	Countries	ILO Offices and other
SRO-Manila	Philippines	
	Indonesia	ILO Office, Jakarta
	Fiji	
	Papua New Guinea	
	Solomon Islands	
	Kiribati	
	<i>Other South Pacific islands, countries and territories:</i>	
	<i>American Samoa</i>	
	<i>Cook Islands</i>	
	<i>French Polynesia</i>	
	<i>Guam</i>	
	<i>Marshall Islands</i>	
	<i>Micronesia</i>	ILO Office, Suva
	<i>Nauru</i>	
	<i>New Caledonia</i>	
	<i>Niue Island</i>	
<i>Norfolk Island</i>		
<i>Palau (Trust Territories of Pacific Islands)</i>		
<i>Pitcairn Islands</i>		
<i>Tokelau Islands</i>		
<i>Tonga</i>		
<i>Tuvalu</i>		
<i>Vanuatu</i>		
<i>Wallis and Futuna Islands</i>		
<i>Western Samoa</i>		

Regional Office for Europe and Central Asia (RO-Geneva)		
Regional and Subregional Offices	Countries	ILO Offices and other
RO-Geneva	Turkey	ILO Office, Ankara
	Germany	ILO Office, Bonn
	Belgium	
	Luxemburg	
	Netherlands	ILO Office, Brussels
	<i>European Union</i>	
	Portugal	ILO Office, Lisbon
	Ireland	
	United Kingdom	ILO Office, London
	Spain	ILO Office, Madrid
France	ILO Office, Paris	

Regional Office for Europe and Central Asia (RO-Geneva)

Regional and Subregional Offices	Countries	ILO Offices and other
	Italy San Marino <i>Vatican</i>	ILO Office, Rome
SRO-Budapest	Albania Bosnia and Herzegovina Bulgaria Croatia Czech Republic Estonia Hungary Latvia Lithuania Macedonia (The former Yugoslav Republic of) Moldova (Republic of) Poland Romania Serbia and Montenegro Slovakia Slovenia Ukraine	(National Correspondent in Tirana) (National Correspondent in Sarajevo) (National Correspondent in Sofia) (National Correspondent in Tallinn) (National Correspondent in Warsaw) (National Correspondent in Bucharest) (National Correspondent in Bratislava) (National Correspondent in Kiev)
SRO-Moscow	Armenia Azerbaijan Belarus Georgia Kazakhstan Kyrgyzstan Russian Federation Tajikistan Turkmenistan Uzbekistan	(National Correspondent in Baku) (National Correspondent in Minsk) (National Correspondent in Almaty)

Regional Office for Latin America and the Caribbean (RO-Lima)

Regional and Subregional Offices	ILO Office	Countries	Comment
RO-Lima			The Inter-American Centre on Vocational Training (CINTERFOR) located in Montevideo, Uruguay, reports to RO-Lima.
SRO-Lima		Bolivia Colombia Ecuador Peru Venezuela	
SRO-San José		Costa Rica Dominican Republic El Salvador Guatemala Haiti Honduras Nicaragua Panama	

Regional Office for Latin America and the Caribbean (RO-Lima)			
Regional and Subregional Offices	ILO Office	Countries	Comment
	ILO Office, Mexico	Cuba Mexico	Reporting to RO-Lima, technical services provided by the RO-Lima. ACTRAV and ACT/EMP specialists from SRO-San José provide support.
SRO-Santiago		Chile Paraguay Uruguay	
	ILO Office, Buenos Aires	Argentina	Reporting to RO-Lima, technical services provided by the RO-Lima. ACTRAV and ACT/EMP specialists from SRO-Santiago provide support.
	ILO Office, Brasilia	Brazil	Reporting to RO-Lima, technical services provided by the RO-Lima. ACTRAV and ACT/EMP specialists from SRO-Santiago provide support.
SRO-Port-of-Spain		Antigua and Barbuda Bahamas Barbados Belize Dominica Grenada Guyana Jamaica Saint Kitts and Nevis Saint Lucia Saint Vincent and the Grenadines Suriname Trinidad and Tobago <i>Other countries and territories:</i> <i>Anguila</i> <i>Aruba</i> <i>Bermuda</i> <i>British Virgin Islands</i> <i>Cayman Islands</i> <i>Montserrat</i> <i>Netherlands Antilles</i> <i>Turks and Caicos Islands</i>	