



United Nations

United Nations Joint Staff Pension Fund

Report of the United Nations Joint Staff Pension Board

**Sixty-eighth session (special)
(2 to 5 February 2021)**

**General Assembly
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Supplement No. 9A**



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Note

Symbols of United Nations documents are composed of letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

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Abbreviations

CTBTO	Comprehensive Nuclear-Test-Ban Treaty Organization
EPPO	European and Mediterranean Plant Protection Organization
FAFICS	Federation of Associations of Former International Civil Servants
FAO	Food and Agriculture Organization of the United Nations
FICSA	Federation of International Civil Servants' Associations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
ICCROM	International Centre for the Study of the Preservation and the Restoration of Cultural Property
ICGEB	International Centre for Genetic Engineering and Biotechnology
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMO	International Maritime Organization
IOM	International Organization for Migration
IPU	Inter-Parliamentary Union
ISA	International Seabed Authority
ISO	International Organization for Standardization
ITLOS	International Tribunal for the Law of the Sea
ITU	International Telecommunication Union
STL	Special Tribunal for Lebanon
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
UNWTO	World Tourism Organization
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization
WTO	World Trade Organization

Chapter I

Introduction

1. The present report is submitted for the information of the General Assembly pursuant to paragraph 15 of resolution [75/246](#). The sixty-eighth (special) session of the United Nations Joint Staff Pension Board was held as a virtual meeting from 2 to 5 February 2021. The list of participants is set out in annex II.
2. The meeting was opened by Martha Helena Lopez, the Chair of the Board. In her opening statement, Ms. Lopez expressed the hope that the Board would be able to focus entirely on the issue of governance, based on the recommendations made by an external entity, a progress report of the Governance Working Group, inputs received from the different staff pension committees, and guidance received from the General Assembly in its resolution [75/246](#), which was adopted on 31 December 2020. Ms. Lopez recalled that the Assembly had provided the Board with a clear request to focus its discussions on issues related to the size, composition and frequency of meetings. She noted that the Assembly also looked forward to receiving updates, including concrete reform proposals and plans, taking into account the recommendations of the independent external entity as mentioned in paragraphs 13 and 14 of the resolution, in the context of the first part of the resumed seventy-fifth session and the next annual report of the Board to the Assembly.
3. The Chair concluded that the exercise should lead to a more effective Board, with a composition that was more clearly defined and a more agile way of making decisions when there was a need, be it in person or virtually. At the same time, the Board would need to take into account issues related to the unique characteristics of the member organizations of the United Nations Joint Staff Pension Fund, which had made the Board and the Fund so successful over the years. The list of member organizations of the Fund is set out in annex I.
4. The Board welcomed the Wassenaar Arrangement on Export Controls for Conventional Arms and Dual-Use Goods and Technologies as the newest member organization of the Fund.

Chapter II

Study on governance

5. In 2002, the General Assembly, in its resolution [57/286](#), requested the Pension Board to review its size and composition “with a view to making such representation more equitable in order to reflect the actual distribution of active participants in the Fund [and] present and future trends in Fund participation”. In 2006, after considering the report of the working group undertaking a review of the size and composition of the Pension Board and Standing Committee, the General Assembly noted “in this regard, that the Board recognized that its decision to retain its current size, and its composition and allocation of seats did not fully respond to General Assembly resolution [57/286](#) regarding the size and composition of the Board to achieve fairer representation”.¹ In 2018, the Office of Internal Oversight Services conducted an audit of the governance structure and related processes of the Board. The Board then established a Governance Working Group at its sixty-fifth session to consider the issues of participation, rotation and equitable representation on the Board, as well as other governance topics discussed by the Board and referred to it by the Assembly in its resolution [73/274](#).

6. At its sixty-sixth and sixty-seventh sessions, the Board considered the first and second reports of the Governance Working Group and adopted most of its recommendations. In December 2019, in its resolution [74/263](#), the General Assembly requested the Chief Executive of Pension Administration, drawing on the expertise of the Procurement Division of the Secretariat, to engage promptly, through a transparent and competitive procurement process, an independent external entity with expertise in pension fund governance matters to conduct a comprehensive and objective analysis, giving due regard to best practice standards of pension funds, with recommendations on:

- (a) Size, composition and frequency of meetings;
- (b) Allocation of seats;
- (c) Implementation of a review and rotation scheme for the adjustment of the composition of the Pension Board on a regular basis, to allow eligible member organizations to share rotating seats in a fair and equitable manner;
- (d) Terms of reference for the Chair and all members of the Pension Board, including the issue of conflict of interest;
- (e) Self-evaluation methodology and any appropriate restrictions or limitations of the Pension Board and its Standing Committee.

7. Following the request of the General Assembly in its resolution [74/263](#), the independent external entity (Mosaic Governance Advisors) submitted its analysis of the governance of the Board to the Board at its sixty-seventh session, held in July 2020. In their report, the consultants found that the variance between the governance practices of the Fund and pension fund governance best practices in the context of the utilized comparator group was “significant across all categories.” They made 15 groups of recommendations and suggested a transition strategy to align the governance of the Fund with the practices identified.

8. Considering that the Board only received the report during its sixty-seventh session, the Board requested that the Working Group review and analyse the report,

¹ General Assembly resolution [61/240](#), section VI, para. 2.

in liaison with Mosaic and in full consultation with the staff pension committees of member organizations.

9. In December 2020, in its resolution [75/246](#), the General Assembly noted that the key focus of the review in the context of best practices in respect of the governance of the UNJSPF should be aimed, in particular, at the size, composition and frequency of meetings of the Board, in order for its members to fulfil their fiduciary responsibilities in the best interest of the participants and beneficiaries of the Fund.

Chapter III

Work of the Governance Working Group

10. The Chair of the Governance Working Group presented the progress report of the Working Group.

11. The Working Group held 12 virtual meetings between September 2020 and January 2021. Further to the decision of the Board, the Working Group consulted with the staff pension committees of member organizations and received inputs from 14 of the committees, which are reflected in the report. The Working Group also liaised with Mosaic to seek further clarification on certain recommendations, as requested by the members of the Working Group and the staff pension committees. To obtain further clarifications, the Working Group sent a list of questions to Mosaic, which responded in writing. The Working Group also held a virtual dialogue with Mosaic. The list of the members of the Working Group is provided in annex III.

12. The Chair of the Working Group stated that the governance of the Board concerned very sensitive issues that had seized the Board and the General Assembly for years, if not decades. The Mosaic report proposed a reform agenda, drawing from the practices of selected pension boards worldwide. Given that the Fund and its Board were sui generis, unique in their functioning, multi-entity composition and bifurcated nature, the challenge of identifying a suitable comparator group was noted by the Working Group. Nevertheless, it was recognized that the Board could not remain static; it could enhance its already strong governance, adapt and respond to the needs of the times. It could not be business as usual, and openness to reform or at least exploring new options needed to be part of a shared, forward-looking agenda.

Discussion in the Board

13. During its deliberations, the Board took into account the guidance received from the General Assembly in its resolution [75/246](#), the practices in other funds as identified by Mosaic, the unique nature of the Fund, the history of the governance of the Fund and other governance mechanisms in the United Nations system.

14. The Fund was unique in that it was composed of 25 member organizations and had a bifurcated structure and a global client base requiring benefit payments in multiple currencies. In particular, the United Nations system's global complexity created the requirement for broad representation. It was important to recall that the staff pension committees played a crucial role in forming the Board, as they appointed the members and alternate members of the Board. Pursuant to article 5 of the Regulations of the Fund, the Board consisted of members appointed by the staff pension committees of the respective member organizations. No member was appointed or elected directly to the Board.

15. The United Nations participants' representatives stated that the Fund was not unique. Many public pension funds shared similar characteristics, including having participants from different employing organizations, having a global client base and providing benefit payments in multiple currencies, while still maintaining much smaller boards.

16. The Board noted that many of the Mosaic recommendations continued the themes already under discussion by the Working Group since 2018: the separation of the functions of the Chief Executive Officer and the Secretary, the adoption of "responsibilities of Board members" and terms of reference for the Chair, updating the role of the Bureau, participation at Board sessions and the adoption of a Code of Conduct.

17. The Board thanked the members of the Governance Working Group for their work and for the progress report.
18. The sections below include the comments and recommendations of the Board in response to the observations of the external entity and the recommendations of the Working Group.

Chapter IV

Main conclusions and decisions of the Board

A. Reiteration of principles

19. *Responsibilities.* The Board will continue to ensure that all responsibilities it is entrusted with continue to be appropriately fulfilled.

20. *Tripartite nature.* The Board strongly reaffirms its tripartite basis and representation. The Board reiterates the importance of its tripartite nature for its effective functioning.

21. *Consensus.* The Board reiterates that it should continue to strive for consensus while adhering to the rules, which specify that decisions that require a vote shall be taken by a majority of the Board members present and voting.

22. *Concept of rotation.* The Board reiterates the importance of the rotation of seats to maintain representation at the United Nations Joint Staff Pension Board, as well as the tripartite basis. The Board notes that changes to the rotation of seats depend on the size and composition of the Board.

B. Size and composition of the Board

1. A smaller, more nimble Board

23. The Board agrees to ask the Working Group to provide concrete options regarding size and composition, bearing in mind a smaller board, for consideration by the Board at its sixty-ninth session in July 2021. The Working Group should take into consideration the following points:

(a) Maintain the tripartite nature of the Board;

(b) Ensure optimum effectiveness, performance and efficiency in the discharge of the Board's responsibility;

(c) Ensure a fair and equitable representation/participation of the member organizations to properly reflect their voice in the decision-making of the Board;

(d) Respect the origins and unique nature of the Fund and the relevant General Assembly decisions, including those taken at its seventy-fourth and seventy-fifth sessions;

(e) Ensure accountability and transparency of the Board for staff pension committees and stakeholders;

(f) Explore all creative and innovative ideas that facilitate, to the maximum extent feasible, the points set out above.

24. The Board invites the staff pension committees to submit their comments and ideas to the Working Group no later than 12 March 2021 regarding size and composition based on the outcomes of the present special session of the Board.

Additional comments

25. Recalling the historical role of the United Nations and the Secretary-General in supporting the operations of the Fund, and in relation to developing options for the size and composition of the Board, the representatives of the Secretary-General expressed a strong preference for the Working Group to take into consideration the

number of participants of the member organizations when determining options for the size and composition of the membership of the Board. This position is best aligned with General Assembly resolutions [57/286](#), [74/263](#) and [75/246](#).

26. This position was also supported by the United Nations participants' representatives and executive head representative of IOM.

27. The participants' representatives of specialized agencies noted that, within the context and meaning of "fair and equitable representation", the Working Group should ensure the principle that every member organization that currently had a vote retained that right, and that there should be no discriminatory measures that would prevent any member organization from participating in the decision-making processes of the Board.

28. A member of the governing bodies noted that General Assembly, in its resolution [75/246](#), did not explicitly ask for a smaller Board.

2. Role of the Standing Committee, role of committees and need to rebalance responsibilities

29. *Terms of reference or comparable document for the Standing Committee, Bureau, Succession Planning Committee and working groups.* **The Board requests the Working Group to present proposed terms of reference or comparable documents for the Standing Committee, Bureau, Succession Planning Committee and working groups, as applicable, to the Board for consideration at its sixty-ninth session in July 2021.**

30. *Limit the mandate of the Standing Committee to appeals and allow appeals to be presented before the Standing Committee more frequently.* **The Board reiterates that it already agreed in 2019 to focus the work of the Standing Committee on appeal cases. The Board also reiterates the importance of dealing with appeals cases in a timely manner.**

31. *Rebalance the responsibilities among the Board and its committees.* **The Board requests the Working Group to keep the balance of responsibilities between the Board and its committees under review, to continue to assess the need for new committees and to report thereon in its report to the Board at its sixty-ninth session in July 2021.**

32. *Create a smaller mechanism of the Board that can operate as a consistent decision-making body throughout the year and serve as the Chief Executive of Pension Administration's point of contact.* **The Board holds this recommendation in abeyance until the matter of the Board's size and composition is addressed, while recognizing the operational need for the Chief Executive of Pension Administration to ensure timely consultation with the applicable decision-making body of the Board.**

33. *Provide retirees with voting rights.* **The Board holds this recommendation in abeyance until the matter of the Board's size and composition is addressed.**

34. *Membership/composition and conflict of interest.* **The Board reaffirms its recommendation to amend article 6 of its Regulations and Rules submitted to the General Assembly at the main part of its seventy-fifth session and requests the Working Group to develop procedures for the implementation of the code of conduct in response to Assembly resolution [75/246](#).**

35. *Alternates.* **The Board notes that the issue of alternates has been addressed by the General Assembly in its resolution [74/263](#). The Board recommends that alternates be allowed to virtually observe Board sessions and that they may replace Board members only when they are not able to attend sessions.**

Additional comments

36. United Nations participants' representatives did not agree with the decision to limit the mandate of the Standing Committee to appeals, as it should depend on the final outcome of the review and violated article 4 (d).

37. United Nations participants' representatives agreed with the Working Group that "a smaller mechanism of the Board" could not be a decision-making body.

38. United Nations participants' representatives considered that the decision on the retirees' voting rights should be factored in when discussing size and composition.

39. United Nations participants' representatives stated that the staff of the Fund and staff pension committee secretariats should not be disenfranchised from taking part in the administration of their own pension fund. The code of conduct should contain procedures for managing all perceived conflicts of interest that could occur during the Board's operation.

C. Frequency of meetings

40. *Idea of an annual general meeting.* **The Board holds in abeyance a decision on a requirement to hold an annual general meeting, while recognizing the importance of transparency, outreach and effective communication with staff pension committees, participants and beneficiaries.**

41. *Annual workplan.* **The Board decides to develop and adopt an annual workplan for the Board and the Committees of the Board (with the exception of the Investments Committee). The Board requests the Secretary of the Board to present such a workplan for consideration and adoption by the Board at its sixty-ninth session in July 2021, in close consultation with the Bureau and the Chairs of the different committees and working groups.**

42. *Strategic planning session.* **The Board decides to organize strategic planning sessions, either on a stand-alone basis or coupled with one of the regular Board meetings, while incorporating lessons learned from virtual sessions.**

43. *Schedule a sufficient number of regular Board and committee meetings based on the workplan.* **The Board agrees to have more frequent meetings and requests the Working Group to provide concrete options regarding frequency, schedule and length of the Board meetings for consideration by the Board at its sixty-ninth session in July 2021, taking into account a realistic number of meetings so as to ensure an ongoing oversight in the fulfilment of the Board's mandate.**

D. Fiduciary capacity and roles

44. *Fair and equitable – fiduciary focus.* **The Board recognizes the importance of Board members being aware of their fiduciary roles and duties, and requests the secretariat of the Board to provide adequate information and training on fiduciary responsibilities, available to all Board members. The Board also requests the Working Group to keep the matter under review with a view to further clarifying the concept and the fiduciary role of the Board members, taking into account General Assembly resolution [75/246](#).**

45. *Fiduciary training.* **The Board requests the Secretary of the Board to enhance regular induction training and provide fiduciary induction training options for Board members.**

46. *Evaluate the risks present to it in fulfilling its fiduciary responsibilities in the light of constraints.* **The Board requests the Working Group to start to develop a mechanism to evaluate risks in fulfilling fiduciary responsibilities by the Board and to report on the issue in the framework of its report to the Board at its sixty-ninth session of in July 2021.**

E. Term limits and staggered terms of service

47. *Specific, staggered terms of service for all Board seats.* **The Board requests the Working Group to carefully look at measures to enhance the institutional memory of the Board and the continuity of Board members. With regard to the recommendation to establish specific, staggered terms of service for all Board seats, the Board requests staff pension committees to enhance the predictability of their Board representatives through nominations for appropriate term lengths, to help ensure that their Board representatives can make appropriate time commitments in that role and to ensure proper overlap between incoming and outgoing Board members.**

48. *Adopt limits on the number of terms that Board members can serve overall and consecutively.* **The Board will discuss this matter during its sixty-ninth session in July 2021.**

49. *Parameters for Board seat vacancies.* **The Board encourages all staff pension committees to recognize the importance of selecting Board members that have the right competencies and requirements in terms of availability, professionalism and competencies to exercise fiduciary responsibilities on the Board.**

F. Terms of reference for Board members

50. *Enhance terms of reference for individual Board members.* **The Board requests the Working Group to further analyse existing terms of reference of the Board and its committees, including appendix 8 on responsibilities of members of the Board, and present proposals, as needed, to the Board at its sixty-ninth session in July 2021.**

51. *Provide the terms of reference to those individuals considering candidacy or appointment to the Board or its committees.* **The Board requests the Working Group to develop terms of reference for the committees that do not have them, with support from the secretariat of the Board.**

G. Role of the Chair and other leadership positions

52. *Eliminate the cycle of Chair rotation.* **The Board stresses the importance of maintaining the practice of the annual rotation of the Chair and underlines the need for the Chair to be elected well in advance of the start of each Board session/cycle, to allow the Chair to adequately prepare for the session. The Board requests the Working Group to make concrete proposals in this regard to be presented to the Board at its sixty-ninth session of the Board in July 2021.**

53. *Chair role/terms of reference.* **The Board recommends the Working Group to continue to update the terms of reference of the Chair in the light of new developments, as appropriate.**

54. *Role of other leadership positions.* **The Board will discuss this matter in the context of complete reform plans at the sixty-ninth session of the Board in July 2021, as needed.**

H. Purpose and role of the Board

55. *Clarify purpose and role as one of overall stewardship, oversight and setting strategic direction.* **The Board notes that the role and purpose of the Board is already described in article 4 of its Regulations and Rules, and invites the Working Group to consider operational aspects of the Board's role within the framework of the Regulations and Rules, as applicable.**

56. *Terms of reference for the Board as a whole.* **The Board will consider the need to develop terms of reference for the Board as a collective body during the sixty-ninth session of the Board in July 2021.**

57. *Culture of the Board.* **The Board invites the Working Group to consider cultural expectations for the Board in connection with the future vision of success, as needed, when developing terms of reference and appendix 8.**

I. Self-evaluation

58. *Annual self-evaluation.* **The Board confirms the practice of an annual self-evaluation and requests the Secretary to prepare a questionnaire for the Board's approval at the sixty-ninth session of the Board in July 2021.**

J. Standards of professional conduct

59. *Timely completion of the code of conduct.* **The Board notes that the General Assembly approved its code of conduct in its resolution [75/246](#). The Board requests the Working Group to further elaborate appropriate procedures and measures to ensure adherence to the code of conduct, including through the development of a draft ethics framework, for consideration by the Board at its sixty-ninth session.**

K. Executive evaluation

60. **The Board requests the Succession Planning Committee to continue its work to develop the evaluation methodology for the Chief Executive of Pension Administration and the Secretary of the Board, for the approval of the Board in July 2021, while the evaluation of the Deputy Chief Executive of Pension Administration can be conducted by the Chief Executive of Pension Administration.**

Additional comments

61. **The United Nations participants' representatives believed that the Board should approve the evaluation of the Deputy Chief Executive of Pension Administration by the Chief Executive of Pension Administration.**

L. Succession planning (mitigate short-term succession risk at the Secretary of the Board level through a Deputy Secretary of the Board position)

62. The Board decides to take no further action on this matter for the time being.

Annex I

Member organizations of the United Nations Joint Staff Pension Fund

The member organizations of the United Nations Joint Staff Pension Fund are the United Nations and the following:

European and Mediterranean Plant Protection Organization
Food and Agriculture Organization of the United Nations
International Atomic Energy Agency
International Centre for Genetic Engineering and Biotechnology
International Centre for the Study of the Preservation and the Restoration of Cultural Property
International Civil Aviation Organization
International Criminal Court
International Fund for Agricultural Development
International Labour Organization
International Maritime Organization
International Organization for Migration
International Seabed Authority
International Telecommunication Union
International Tribunal for the Law of the Sea
Inter-Parliamentary Union
Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
Special Tribunal for Lebanon
United Nations Educational, Scientific and Cultural Organization
United Nations Industrial Development Organization
Wassenaar Arrangement on Export Controls for Conventional Arms and Dual-Use Goods and Technologies
World Health Organization
World Intellectual Property Organization
World Meteorological Organization
World Tourism Organization

Annex II

Membership of the United Nations Joint Staff Pension Board and attendance at the sixty-eighth session

1. The Secretary of the Board has been notified of the appointment of the following by the staff pension committees as members and alternate members of the United Nations Joint Staff Pension Board, for the sixty-eighth session, in accordance with article 5 of the Regulations and Rule A.2 of the rules of procedure:

<i>Representing</i>	<i>Member</i>	<i>Alternate</i>
United Nations		
General Assembly	D. Chumakov	T. Yamaguchi
General Assembly	D. Traystman	J. Stosberg
General Assembly	P. R. O. Owade	L. Mazemo
General Assembly	A. Al-Kabir	P. Porolí
Secretary-General	C. Pollard	C. Ramanathan
Secretary-General	M. H. Lopez	A. Roy
Secretary-General	C. Saunders	
Secretary-General	K. Alford	
Participants	M. Abu Rakabeh	N. A. Ndiaye*
Participants	I. Richards	I. Faye
Participants	M. Rockcliffe	
Participants		
Food and Agriculture Organization of the United Nations/ World Food Programme		
Governing body	V. Mustaciosu	G. V. Rodolico
Executive head	A. Vanhoutte	V. Sez nec
Participants	J. Levins	C. Ascone
World Health Organization		
Governing body	A. Ludowyke	G. Burgos
Executive head	C. Henrietier Rossier	K. Schotte
Participants	O. C. Bascones	P. de la Croix
United Nations Educational, Scientific and Cultural Organization		
Executive head	M. Bona	A. Khisty
Participants	M. Mone	T. Jongwe

<i>Representing</i>	<i>Member</i>	<i>Alternate</i>
International Labour Organization		
Governing body	R. Behzad	F. Merle
Executive head	L. Bormioli	A. Zhang
International Atomic Energy Agency		
Governing body	R. Bin Zaman	
Participants	I. Zabaar	
United Nations Industrial Development Organization		
Participants	A. Killmeyer-Oleche	
World Intellectual Property Organization		
Executive head	T. Dayer	J. Cook Robbins
International Civil Aviation Organization		
Governing body	M. Ramirez Koppel	Y. J. Lee
Participants	C. Dermakar*	A. Larcos
International Telecommunication Union		
Executive head	J.-P. Lovato	
World Meteorological Organization		
Participants	M. Schalk	A. Tonbazin-Garibian
International Maritime Organization		
Governing body		H. Decker
International Fund for Agricultural Development		
Executive head	A. Lario	P. Moreau-Peron
International Organization for Migration		
Governing body	M. von Ungern-Sternberg	

2. The Secretary of the Board has also been informed that the following have been appointed as representatives, for the sixty-eighth session of the Board, in accordance with Rule A.9 of the rules of procedure, or as secretaries of staff pension committees:

<i>Representative</i>	<i>Organization</i>	<i>Representing</i>
J. E. Garcia II	UNESCO	Governing body
E. Fombuena	ILO	Participants
W. Tam	IAEA	Executive head
S. Berladski Baruch	UNIDO	Governing body
K. Ivanov	UNIDO	Executive head
V. Yossifov	WIPO	Governing body
W. Meredith	WIPO	Participants
K. Balram	ICAO	Executive head
V. Vasely	ITU	Governing body
Ms. J. Mariani	ITU	Participants
S. A. Mashi	WMO	Governing body
B. Cover	WMO	Executive head
A. Gireud	IMO	Executive head
B. Martin-Castex	IMO	Participants
B. Rajender	IFAD	Governing body
L. Chicca	IFAD	Participants
A. Rovira	IOM	Executive head
A. Bernaud	IOM	Participants
M. L. Fichera	ICGEB	Executive head
S. Madsen	ITLOS	Executive head
R. Behara	STL	Participants
W. Schoen	CTBTO	Governing body
M. Breschi	FAFICS	Pensioners
W. Sach	FAFICS	Pensioners
L. Saputelli	FAFICS	Pensioners
G. Schramek	FAFICS	Pensioners
M. Sebti (Alt.)	FAFICS	Pensioners
A. Gomez Saguez (Alt.)	FAFICS	Pensioners

<i>Secretary</i>	<i>Staff pension committee</i>
F. Loirat	WHO
C. McGarry	ILO
G. Nikolovski	IAEA
I. Welter	UNESCO
S. You	FAO/WFP
R. Dotzauer	UNIDO
M.-S. Zinzindohoué	WIPO
S. Suedi	ITU
J. Kratzheller	WMO
I. Lopez-Cardona (Deputy Secretary)	IMO
S. Mwangi (Deputy Secretary)	IOM
F. Maselli	IFAD
M. Kashou	STL
E. Gouws	International Criminal Court
S. Gordon Hall	CTBTO Preparatory Commission
G. Kremnitzer	Wassenaar Arrangement

3. The following attended the Board session as observers:

Coordinating Committee for International Staff Unions and Associations of the United Nations System

S. Brezina (2–3 February)

P. Nemeth (4–5 February)

Federation of International Civil Servants' Associations

T. Quinn-Maguire

United Nations International Civil Servants Federation

M. Polane

Office of Investment Management

P. Guazo, Representative of the Secretary-General for the investments of the Fund

Pension Administration

R. McClean, Chief Executive of Pension Administration

D. Penklis

J. Sareva

D. Mapondera

J.-Y. Dupont

4. J. de Preter, served as Secretary of the Board for the session, with the assistance of K. Toomel and G. Arndt.

* Did not attend.

Annex III**Membership of the Governance Working Group**

Member

T. Yamaguchi (United Nations)	Governing bodies
J. E. Garcia II (UNESCO) (Chair)	Governing bodies
M. H. Lopez (United Nations)	Executive heads
A. Vanhoutte (FAO/WFP)	Executive heads
I. Richards (United Nations)	Participants
I. Zabaar (IAEA) (Vice-Chair)	Participants
W. Sach	FAFICS
G. Schramek	FAFICS

