



# **Conclusions of the 34th Session of the Human Resources Network**

**1 – 3 March 2017  
UNAIDS Headquarters, Geneva**

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## Adoption of the Agenda

### i. Opening of the session and adoption of the agenda

1. The Human Resources Network held its 34<sup>th</sup> session from 1-3 March 2017, hosted by UNAIDS in Geneva. The meeting was co-chaired by Ms. Eva Mennel, Director, Human Resources, UNICEF, Mr. Mark Levin, Director, Human Resources, ILO, and Ms. Aruna Thanabalasingam, Director, OHRM, United Nations Secretariat.
2. The agenda was adopted as reflected in the table of contents.
3. The list of participating organizations and their representatives at the meeting is provided in Annex 1.
4. The meeting was opened with a welcome from Ms. Helen Frary, the Director of the Office of the Deputy Executive Director, Management and Governance of UNAIDS.

## Open session of the 34<sup>th</sup> HR Network session

### ii. Update from the Task Force on Duty of Care

5. Dr. Ling Kituyi (UNHCR) presented to the HR Network an update of the work of the Task Force on Duty of Care. The previous Working Group on Duty of Care had presented its final report to HCLM in March 2016 and based on the recommendations put forward in the report HCLM decided on the establishment of a cross-functional task force to work on the implementation of the recommendations. The new Task Force on Duty of Care started its work in January 2017 and will deliver to HCLM in March 2017 a review of existing, ongoing and planned initiatives by organizations and HCLM networks in support of the recommendations contained in the final report of the Duty of Care Working Group. For the second phase the Task Force is requested to develop a work plan that: (a) prioritizes, (b) institutionalizes and (c) operationalizes recommendations formulated in the final report of the Working Group.
6. As proposed in the terms of reference, the multidisciplinary Task Force should consist of two representatives from the HR Network. Dr. Kituyi is requesting the members of the Network to nominate two representatives who will participate in the Task Force and who are available to participate in a Duty of Care workshop on 22-24 May 2017 in Geneva.
7. Members of the Staff Associations inquired about the involvement of the Federations in this initiative. Staff Associations further emphasized the need to focus on the implementation of the recommendations.
8. *The HR Network:*
  - thanked the Task Force for the progress made and nominated Ms. Martha-Helena Lopez (UNDP) and Greet de Leeuw (IOM) to represent the HR Network
  - requested a progress report at its 35<sup>th</sup> session.

### iii. Update from the Mental Health Working Group

9. Dr. Jillann Farmer presented an update from the Mental Health Working Group. On Monday 27 and Tuesday 28 February 2017 the Working Group held a two-day meeting in Montreux, Switzerland, where a cross-functional group of UN colleagues was represented. Dr. Farmer highlighted that general consensus around core strategic objectives was reached and the group had developed a preliminary list of potential strategic initiatives. Dr. Farmer further noted that a consultant has been recruited to progress the work of the Working Group.
10. The Mental Health Strategy will be presented to HLCM at the HLCM fall session in September 2017. Prior to seeking endorsement from HLCM, the report will be released to the core working group for an initial round of consultation in April 2017. Shortly after this initial round the report will be released for a second round of consultations to a broader group of organizations that have contributed to the work.
11. Members of the HR Network expressed appreciation of the work the Working Group has done and the HR Network requested to be included in one of the consultation rounds, prior to the HLCM session in September 2017.
12. Staff federations commended the Mental Health Working Group for being a highly inclusive working group. It was noted that in applying and implementing a Mental Health Strategy, organizations should focus on changing the organizational culture and to create a working environment that will reduce stress. Staff federations indicated to look forward to further cooperation and collaboration with the Working Group in the succeeding stages of this initiative.
13. *The HR Network:*
  - *expressed its appreciation for the work of the Working Group and looked forward to actively participate in additional rounds of consultation to finalize the Mental Health Strategy.*

### iv. Activity updates from the Medical Directors Working Group and the UN Staff Stress Counsellors Group

14. An overview of the planned and ongoing activities of the Medical Directors Working Group (MDWG) was presented to the HR Network by Dr. Jillann Farmer. The overview of all ongoing and planned activities of the MDWG can be found in HRN document CEB/2017/HLCM/3.
15. Dr. Farmer briefed the HR Network on the progress of the initiative to devise the methodology for Health Risk Assessments. This methodology is currently being piloted in a small number of countries, such as North-Korea, and for this purpose a number of Medical Officers and Staff Counsellors have recently been trained in using the newly developed methodology. A further expansion of the pilot is planned for the second half of 2017.
16. The MDWG emphasized the need for a more holistic view in classifying UN duty stations. Currently the classification of duty stations is mostly based on the safety and security situation at the duty station, as safety has the highest weighing of all elements considered in the classification of duty stations.
17. Dr. Farmer updated the Network on the advancement of the development of Health Support Plans for UN duty stations worldwide. HLCM requested the MDWG in 2015 to develop a sustainable funding model for UN Clinics globally. The work on this model stalled due to the absence of a methodology and a system for determining what exactly needs to be funded. The MDWG is currently developing the Health Risk Assessment and Local Health Infrastructure Assessment which should provide essential input for the funding model.

18. Staff federations noted that the ICSC had committed to review the classification methodology for UN duty stations and requested an update on the progress of this review. Also, the federations stressed the importance of adequate psychological screening of staff members prior to deployment to hardship field locations.
19. The ICSC Secretariat indicated that at the ICSC spring session in March 2017 a paper, containing a revision of the classification methodology, will be presented.
20. On behalf of the UN Staff Stress Counsellors Group (UNSSCG), Ms. Dubravka Suzic presented the proposed 'Policy on Gender-based Violence and the Workplace'. The proposed policy is in line with the Secretary-General's commitment to providing a workplace in which employees who are impacted by gender-based violence have the support they need to address and fight this violence.
21. WHAT WERE THE CONCLUSIONS? The HR Network expressed its appreciation and continued support for the important work of the UNSSCG.

#### v. Results of the survey on potential joint activities for staff wellbeing

22. Ms. Laurie Newell presented to the HR Network a paper on "Employee Wellbeing – Consultation on Inter-Agency Collaboration" (CEB/2017/HLCM/HR/5). The paper provides a summary of the results from a survey on the matter that was conducted in October 2016, in which 20 organizations participated. The survey showed a small number of converging points of interest however, no conclusive generally shared vision among the organizations on inter-agency collaboration in the field of staff wellbeing.
23. Based on the paper presented, Ms. Newell suggested that the members of the HR Network endorse the principle that any major new inter-agency employee wellbeing initiative should be directly in response to the needs and goals defined in: the Occupational Safety and Health Framework; the UN System Mental Health Strategy; or the Duty of Care in High-Risk Environments initiatives. Also, Ms. Newell requested a decision from the HR Network members on the re-purposing of a portion of the remaining funds in the current UN Cares trust fund towards larger employee wellbeing initiatives.
24. The HR Network expressed gratitude and appreciation to Ms. Newell and her team for the work and the accomplishments of the UN Cares Program. Organizations shared the view that the UN Cares delivery model should not be lost after closure of the Program. The HR Network members discussed possible solutions for maintaining the UN Cares delivery model and different elements of the program.
25. *The HR Network:*
  - *confirmed its earlier decision to close the UN Cares Programme in its current form. Remaining funds should be used for a proper programme closure, knowledge transfer and handover of tasks to other stakeholders,*
  - *agreed to re-purposing of a portion of the remaining funds in the current UN Cares trust fund towards larger employee wellbeing initiatives*
  - *agreed that any new activity in the areas suggested should not be started in an isolated manner but only if and when part of an overall implementation plan in areas such as Organizational Safety and Health or Duty of Care.*

## vi. Pertinent Pension Fund issues

26. Ms. Carmen de los Rios, on behalf of the UNJSPF, briefed the HR Network on the efforts of the UNJSPF to reduce the backlog and accelerate the entitlement administration. Ms. De los Rios noted that the backlog has been significantly reduced and shared with the participants a number of initiatives the Pension Fund is undertaking to further reduce the backlog. In March 2016 the UNJSPF established a dedicated Task Force to meet unforeseen surges in requests and transactions. In addition to the Task Force the Fund indicated a need for more resources to be added in the effort to further reduce the backlog. Also, in August 2016 the Fund introduced its Member Self-Service tool, which gives members the possibility of consulting their account in real time and enhances the Fund's ability to respond to its members' needs.
27. Staff Associations commended the staff of the Pension Fund for their continued effort to solve and reduce the backlog, requesting however a greater transparency on reporting. Additional concerns were raised regarding staff morale at the UNJSPF.
28. Several organizations also welcomed the efforts of the UNJSPF to resolve the operational issues and the backlog. They emphasized the need for better transparency and proactive communication to staff and management.
29. *The HR Network:*
  - *appreciated the update for the UNJSPF representative and indicated its willingness for continued collaboration.*

## vii. Update from QCPR, CEB and its Committees and Networks

### a) Update from QCPR and CEB session

30. The HR Network was provided with an update on the QCPR resolution. It was highlighted that the new QCPR resolution encourages further coordination and collaboration among agencies of the UN Development System, including on operational matters and in headquarters where warranted.
31. *The HR Network:*
  - *appreciated the update by the CEB Secretariat on this matter*

### b) Update from last HLCM session

32. During its 32<sup>nd</sup> session in fall 2016, the High-Level Committee on Management agreed on the HLCM Strategic Plan for the period 2017-2020 (CEB/2016/HLCM/15). The current HLCM Strategic Plan should serve as guidance to the work of all HLCM networks during the period of 2017-2020.
33. *The HR Network:*
  - *Thanked the CEB Secretariat for the up-date and*
  - *agreed that HLCM discussions and decisions with relevance to the work of the Network should be highlighted proactively in the future, requesting the CEB Secretariat to support in this effort.*

### c) Update from last FB Network session and the ASHI Working Group

34. The Working Group on ASHI convened for a meeting in Geneva on 23-24 February 2017. The HR Network was requested to endorse a suggestion to form an Insurance Working Group that will be co-chaired by the HR Network and the FB Network. During the discussions on ASHI the issue of mobility and portability was raised, some organizations expressed concern regarding the liability for organizations when a staff member moves from one agency to another.

35. *The HR Network:*

- *indicated its willingness to co-lead an Insurance Working Group in the event of its creation*
- *confirmed the need for close cooperation with the FB Network in discussions on the transfer of liabilities and portability of entitlements with regard to ASHI in case of inter-agency transfers, loans and secondments.*

**viii. Update on the implementation of the convention of the rights of persons with disabilities**

36. Ms. Martha Helena Lopez (UNDP) highlighted that the United Nations Convention on the Rights of Persons with Disabilities celebrated its 10<sup>th</sup> anniversary. Ms. Lopez shared with the HR Network a number of current and planned initiatives UNDP is undertaking to progress the inclusion of persons with disabilities working for and with UNDP. Among these initiatives are the UNDP Diversity and Inclusiveness Strategy, an on-line course “Persons with Disability, Ability, Capability, Employability”, and a new talent acquisition programme for young leaders with disabilities. UNDP invited other organizations to cooperate in an effort to progress the inclusion of persons with disabilities in the workplace throughout the UN System.
37. The UN Secretariat and UNICEF underlined the importance of the subject and indicated their willingness to cooperate with UNDP.

**ix. Cost-shared budget for local salary surveys for 2018-2019**

38. In preparation of the establishment of the 2018-2019 budget, Mr. Matthew Sanidas, on behalf of the UN Secretariat, presented the draft proposed budget and the related cost-sharing arrangements for salary survey activities for non-headquarter locations to the HR Network for its review and consideration. Mr. Sanidas noted that a surplus in recent years has allowed for a reduction in the requested contributions for the upcoming biennium.
39. In subsequent discussion UNDP highlighted that the current provisions only regulate cost-sharing for part of the total process of undertaking the salary surveys. UNDP is of the view that both the efforts of responsible agencies and coordinating agencies should have to be considered in such cost-sharing arrangements. The representatives of UNDP therefore requested, supported by other organizations, that the current cost-sharing arrangements will be reviewed and an alternative proposal will be submitted to the HR Network at its 35<sup>th</sup> session in summer 2017.
40. *The HR Network:*
- *agreed that the UN Secretariat will prepare and present to the HR Network an alternative proposal for the cost-sharing of local salary surveys.*

**x. ICSC topics for discussion at the upcoming ICSC session**

41. Ms. Marta Lechner provided a brief overview of the topics for discussion at the 84<sup>th</sup> ICSC session late March 2017, most prominently the discussions around the future use of staff categories and the review of the hardship classification methodology and a timeline for this review. On the latter topic, the ICSC Secretariat would present a report at the upcoming session the ICSC.
42. At the eighty-fourth ICSC Session will discuss and propose a review of the ICSC hardship classification methodology. Under the present methodology, which was introduced in January 2012, the conditions of life and work for international staff at a duty station are evaluated on the basis of seven factors: security, health, housing, isolation, local conditions, climate and education. A review of the conditions of life and work at field duty stations is performed on the basis of information submitted by the duty station through a questionnaire that surveys the seven factors.
43. Since the 2012 revision of the hardship methodology, member organizations have called multiple times for a comprehensive assessment to evaluate the revised methodology, with a particular emphasis on adjusted ratings and alternative sources for health-related data. Key issues for discussion at the upcoming ICSC Session will be the hardship factors 'isolation' and 'health'. Organizations have been of the view that under the current methodology the hardship factor 'security' receives a disproportionately high weighing. The current definition of the hardship factor 'health' however, is considered to be rather scientific and should be simplified to reflect staff perception and comfort with health services in the duty station. Some members also recommended a revision of the current weighing of the isolation element.
44. In the discussion around the methodology for hardship classification, the Medical Directors Working Group emphasized the importance of including the element of air pollution in the 'health' hardship factor instead of 'climate'. Also the Medical Directors Working Group, together with a number of organizations, expressed concern with regard to the current method of collecting the information, noting that the survey response rate from duty stations eligible for a classification upgrade is often low in order to remain at the same classification. The organizations see a need for a comprehensive review of the methodology for hardship classification, as opposed to the, in their view, incremental review that is currently being proposed. They also highlighted the need for revisiting the determination of "non-family duty stations" based on security criteria only, given that a number of locations with acceptable sufficient situations are not conducive for family life for reasons of healthcare, isolation, education or others.
45. The Staff Associations underlined the need for a comprehensive review of the methodology, cautioning against using the review as a cost-cutting exercise.
46. At the eighty-fourth ICSC session, to be held in New York on 20-31 March, the ICSC will present its findings resulting from a consultation among the Commission and the UN organizations on the use of staff categories. In preparation for the upcoming ICSC discussions the members of the HR Network discussed the issues presented in ICSC/84/R.3.
47. The members of the HR Network reiterated the need for a more flexible and modern application of the rules concerning the use of staff categories. Organizations proposed to expanding the current narrow task definitions to a reasonable degree, instead of only looking at nationality criteria, while not compromising on the international character of the overall workforce. Members of the Network called for increased flexibility, with regard to the use of National Professional Officers, by further exploring the options for use of this category of staff in headquarters duty stations. It was argued that more flexible use of National Professional Officers would enhance career development and staff engagement. It was also noted that, while costs should not be the only or determining factor in these discussions, the increasing challenges of shrinking contributions from key donor countries are a current reality.

48. There was general disagreement with the argument that the recruitment of more National Professional Officers could lead to an erosion of the international character of the common system organizations. Staff Associations expressed a general concern about broadening the criteria for the use of National Professional Officers, considering that the current criteria for the use of this category of staff are not being adhered to. Any criteria would only be useful if strictly adhered to by the organizations. The Associations further noted that, in their view, the present use of the National Professional Officer category is primarily driven by cost considerations.

49. *The members of the HR Network:*

- *agreed on the need for a comprehensive review of the ICSC methodology for hardship classification. In this comprehensive review, particular attention should be given to revising the weighing of the security, isolation and health hardship factors. Agreed that the current criteria for the use of National Professional Officers are too restrictive and should be revised to provide greater flexibility to meet the particular needs of the organizations. The members of the Network also requested the ICSC to further explore the possibilities for the use of this category in headquarters duty stations.*

#### **xi. Update on Gender Parity in the UN System**

50. In his first month as the UN Secretary-General, Mr. António Guterres has committed to gender parity in the UN System on all levels by 2030. As an initial step a Task Force and five Sub-Working Groups have been established, each of the five groups has been tasked to propose recommendations for policy changes in a specific thematic area. Ms. Nahla Valji (UN Secretariat) briefed the HR Network on the progress made by the different Gender Parity Sub-Working Groups. The Task Force aims to develop and propose a UN System-wide Gender Parity Strategy with support of the following five Sub-Working Groups (including Group Leads):

- The Accountability and Common Definitions Group (Yoon Barker, OHRM)
- The Special Measures and Best Practices Group (Aparna Mehrotra, UN Women)
- The Senior Appointments Group (John Kamea, EOSG)
- The Mission Settings Group (Anthony Duncker, DFS)
- The Culture and Policies Group (Jonathan Ball, UNAIDS)

51. According to the timeline set by the Secretary-General the first draft reports from each Sub-Working Group will be completed by early March 2017. The submitted draft reports will then be reviewed by the Task Force members and the final paper will be submitted to the Parliamentary Group and Executive Committee by late March 2017.

52. *The HR Network:*

- *took note of the update provided by the UN Secretariat*
- *stressed the importance of support from the heads of agencies and active and structured involvement of the management functions of the agencies in order to progress this work*
- *suggested that the recommendations resulting from both the Task Force and the Sub-Working Groups should be concrete and actionable*
- *highlighted the challenges organizations are facing in achieving and maintaining gender parity*

## Closed session of the 34<sup>th</sup> HR Network session

### xii. Update on UN Leadership Framework

53. Ms. Claire Messina (UNSSC) presented to the HR Network a progress update on the development of the UN Leadership Framework. The joint HCLP/HLCM task team, established on the request of the Secretary-General in April 2016, has been tasked to develop a UN Leadership framework. The initial phase of the project consisted of collecting and analysing the competency frameworks of all CEB member organizations. Also, the task team organized a number of sessions with thought leaders and senior practitioners from both inside and outside the UN. The draft framework will be submitted for consideration to HLCM before the 33<sup>rd</sup> HLCM session late March 2017. Ms. Messina provided a brief introduction of the draft document that will be submitted; the framework identifies seven defining characteristics of leadership in the UN: it is norm-based, principled, accountable, multi-dimensional, transformational, collaborative, and self-applied. It also aims to identify four leadership behaviours that exemplify the new way of working: systems thinking, co-creation, focusing on impact, and driving transformational change.
54. In the discussion following the presentation a number of organizations were of the view that the Task Team is attempting to create a one-size-fits-all model, which most organizations would not see feasible. Organizations indicated to prefer a modular approach that would allow agencies flexibility in choosing which elements of the proposed framework to implement. Also, it was recommended that the Task Team would seek more outside perspectives on leadership, as different contexts might contribute to a more comprehensive leadership framework.
55. *The HR Network:*
- *expressed appreciation for the progress made by the Task Team*
  - *requested the Task Team to also take into account any ongoing activities in individual organizations on leadership, staff engagement and cultural change.*

### xiii. Update on Joint Reference Checking and Job Classification Activities

56. At the 32<sup>nd</sup> HLCM session in October 2016 HLCM requested the CEB Secretariat to contract a consultant to conduct a feasibility study for a joint UN facility for reference checking and job classifications. Ms. Catherine Day, the contracted consultant, presented the HR Network the initial findings of the study. The results show that a number of organizations that participated in the study are interested in joint activities for both reference checking as well as job classification, with marginally more interest in job classification. According to the results, pricing models and cost are key drivers for most of the agencies and all agencies see opportunities for improvements in quality and efficiency for reference checking and job classification. Based on the findings to date, Ms. Day sees three possible options: 1.) Establish a joint facility as part of an existing operation. 2.) Establish a joint facility under the umbrella of one of the UN organizations. 3.) Establish a new joint facility.
57. In the subsequent discussion organizations confirmed their interest to cooperate in the proposed joint facility in general, subject to suitable pricing models and adequate cost. Also, some organizations indicated to prefer an opt-in/opt-out arrangement with a per-transaction pricing model. UNDP highlighted the importance of operationalising this initiative in the very near future and the need for a decision, as time is of essence for this initiative. UNAIDS proposed to add a fourth option for the joint facility; to establish a virtual facility where people would, initially, be working from home.
58. Ms. Day confirmed that, at the request of HLCM, a more detailed feasibility study, which will include a business case, will be presented to HLCM at the end of March 2017.

#### **xiv. Discussion of the 2017-2020 HR Network Workplan**

59. Mr. Michael Rosetz, on behalf of the CEB Secretariat, presented the draft HR Network Workplan for 2017-2020 to the members of the Network. HLCM requested the HR Network to prepare and submit the workplan for discussion at the 33rd HLCM session in March 2017.
60. At the meeting the HR Network members were divided over smaller working groups to deliberate and discuss the draft HR Network Workplan that was circulated prior to the session. Given the relatively short time attributed to these discussions, it was agreed to continue its deliberations in order to finalize a new strategic workplan.
61. *The HR Network:*
  - *requested its members to reflect further on the topics discussed and to provide their input to the CEB Secretariat in order to prepare a strategic workplan for submission to HLCM at its next session.*

#### **xv. Proposal for a new contract modality**

62. Mr. Nasser Shammout (UNOPS) presented to the members of the HR Network a joint proposal for a new contract modality, requesting the Network to provide input. This proposal was prepared by a joint working group, consisting of UNOPS, UNFPA, UNHCR, UNICEF, WFP and UN Women. The objective of the working group was to develop a contract modality that is modern, adaptable and cost-effective. The new contract modality would be suggested as an additional option to organizations for voluntary piloting and use.
63. Some organizations indicated that a final proposal should be discussed with Staff Federations, prior to a discussion at HLCM. Other organizations indicated a need for a more comprehensive legal impact analysis of the proposed new contract. The discussions also revealed that the initiative may dovetail with some of the reform aspirations announced by the new Secretary-General.
64. *The HR Network:*
  - *thanked the Working Group for the presentation and the progress made*
  - *agreed to have initial consultations with HLCM's Strategic Group on Human Resources matters, and requested the joint working group to work out further details as per the discussion.*

#### **xvi. The Field Group: Extended Security Evacuation Provisions**

65. Ms. Henrietta De Beer (UNDP) provided the HR Network with an update on the work of the Field Group in general, and in particular its discussions on handling extended security evacuation situations in the field. A discussion paper on that topic is currently under development and will be circulated to the HR Network members through the CEB Secretariat, requesting endorsement.
66. *The HR Network:*
  - *thanked the Field Group for the up-date and the progress made.*

#### **xvii. Implementation of the new ICSC Compensation Package**

67. The members of the HR Network shared their experience with the implementation of the new ICSC compensation package. All organizations indicated to be on schedule with the implementation and close to none of the organizations indicated to have experienced any problems related to the implemented changes.
68. *The HR Network:*
  - *agreed to collaborate closely in the implementation of the remaining elements, namely the new Education Grant scheme.*

**xviii. AOB**

69. Pilot Project on Joint Local Recruitment in Field Duty Stations: During a short discussion on the topic, it was suggested that the current pilot should be further expanded and, as a template, made available to any interested country presence. The recruitment functions of participating organizations could be asked to further discuss the practicalities.
70. Next HR Network session: A number of organizations suggested to organize the next HR Network session in September 2017 instead of July 2017, to better align the HR Network meeting with the HLCM agenda. However, due to the opening of the General Assembly a small number of organizations indicated to be unavailable. These organizations therefore requested the meeting to be scheduled for July.
71. The HR Network agreed that the 35th session will take place in Vienna on 5-7 July 2017

## List of participants

Name	Organization
Monika Ute Altmaier	FAO
Kate Rojkov	IAEA
Vincent Smith	ICAO
Pierre Moreau-Péron	IFAD
Mark Levin	ILO
Jean-Claude Villemonteix	ILO
Thierry Bregliano	IMO
Greet De Leeuw	IOM
Alison Holmes	IOM
Marianne Wilson	ITU
Chhaya Kapilashrami	UN Secretariat
Geraldine Gourves-Fromigue	UN Secretariat
Katharina Margetts	UN Secretariat
Matthew Sanidas	UN Secretariat
Maxim Golovinov	UN Secretariat
Aruna Thanabalasingam	UN Secretariat
Fiona Bourdin-Farrell	UN Women
Maria de la Luna	UN Women
Jonathan Ball	UNAIDS
Roger Salla Ntounga	UNAIDS
Henrietta de Beer	UNDP
Martha Helena Lopez	UNDP
Annick Grisar	UNESCO
Michael Emery	UNFPA
Laurie Newell	UNFPA
Arnab Roy	UNHCR
Lorenzo Pasquali	UNHCR
Mariam Moayed	UNHCR
Ling Kituyi	UNHCR
Eva Mennel	UNICEF
Stephan Grieb	UNICEF
Beatrice Rossi Y Costa	UNIDO
Nasser Shammout	UNOPS
Patrick Voigt	UNRWA
Jutta Nopper	UPU
Andrew Patterson	WFP
Prerana Issar	WFP

Françoise Nocquet	WHO
Josiane Sidibe Pimpie	WHO
Patrick Cronin	WHO
Anne Coutin	WIPO
Cornelia Moussa	WIPO
Therese Dayer	WIPO
Alex Ugolini	WMO
Angiolo Rolli	WMO
Fiona Brazil	WMO
Michael Buch	WMO
Michel Jardon	WMO
Michael Rosetz	CEB Secretariat
Pieter Kraakman	CEB Secretariat
Michele Schwarz	Common Fund for Commodities
Rebecca Hinchliffe	Common Fund for Commodities
Eoghan Hennessy	OPCW
Andrzej Antoszkiewicz	OSCE
Terje Hagen	OSCE
Christian Dahoui	WTO
Ian Richards	CCISUA
Brett Fitzgerald	FICSA
Gemma Vestal	FICSA
Tanya Quinn-Maguire	FICSA
Regina Pawlik	ICSC
Amsale Admassu Gizaw	UNISERV
Stephan Flaetgen	UNISERV
Carmen De Los Rios	UNJSPF
Claire Messina	UNSSC