



第七十二届会议

临时议程\* 项目 136 和 137

2016-2017 两年期方案预算

2018-2019 两年期拟议方案预算

## 联合国合办工作人员养恤基金的行政费用

### 联合国工作人员养恤金联合委员会的报告

\* A/72/150。



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\*\* 附件未经正式编辑，仅以原文分发。

## 摘要

本报告载列联合国合办工作人员养恤基金 2016-2017 两年期订正预算，其中显示批款减少 5 091 100 美元。减少额包括投资费用支出下的数额(10 178 300 美元)和审计费用支出下的数额(78 000 美元)，因行政费用增加 5 165 200 美元而部分抵销。因此，2016-2017 两年期订正批款为 174 964 300 美元，分为行政费用(96 543 600 美元)、投资费用(74 630 400 美元)、审计费用(2 824 700 美元)和养恤金联委会费用(965 600 美元)。根据费用分摊安排，其中 20 373 300 美元应由联合国分担。2016-2017 两年期预算外费用的订正估计数为 201 400 美元。

本报告还载列 2018 年 1 月 1 日至 2019 年 12 月 31 日期间的预算估计数，数额为 194 664 800 美元(重计费用前)，用于支付行政费用(105 018 900 美元)、投资费用(85 586 400 美元)、审计费用(2 929 200 美元)、养恤金联委会费用(965 600 美元)和预算外费用(164 700 美元)。本报告为共计 269 个连续常设员额、9 个新的常设员额、改叙 2 个员额和 1 个预算外员额提供经费。

## 所需资源

(千美元)

职类	资源		员额	
	2016-2017 年 批款	2018-2019 年 (重计费用前)	2016-2017 年	2018-2019 年
行政费用	91 378.4	105 018.9	186	195
投资费用	84 808.7	85 586.4	85	85
审计费用	2 902.7	2 929.2	—	—
联委会费用	965.6	965.6	—	—
预算外 <sup>a</sup>	164.7	164.7	1	1
<b>共计</b>	<b>180 220.1</b>	<b>194 664.8</b>	<b>272</b>	<b>281</b>

<sup>a</sup> 1 个由成员组织供资的预算外一般事务(其他职等)员额。

## 一. 概况

1. 联合国合办工作人员养恤基金是大会在 1949 年设立的，目的是向联合国和可能被接纳为成员的其他组织的工作人员提供退休金、死亡抚恤金、伤残福利金和相关福利。养恤基金是一个多雇主设定受益计划，截至 2016 年 12 月 31 日，为 23 个成员组织服务，在职参与人和受益人合计 203 050 人，包括 74 788 名领取每月养恤金付款的退休人员和受益人，以及 128 262 名累积养恤金权利和继续接受养恤基金服务的在职参与人。2016 年年底，养恤基金的净资产价值为 545 亿美元。

2. 根据大会通过的《条例》，养恤基金由联合国工作人员养恤金联合委员会、每个成员组织的工作人员养恤金委员会、联委会秘书处和每个成员组织工作人员养恤金委员会的秘书处管理。养恤金联委会三分之一成员由大会和其他成员组织相应的理事机构遴选，三分之一由各行政首长遴选，三分之一由参与人遴选。养恤金联委会负责向大会报告养恤基金的运作情况和资产投资情况。此外，秘书长直接向大会报告联合国合办工作人员养恤基金的投资情况和为进一步分散基金投资而采取的措施。秘书长代表以秘书长的名义，经与投资委员会协商，并参考养恤金联委会不时就投资政策发表的意见和提议，对投资进行管理。在必要时，养恤金联委会就《条例》提出修正建议。除其他外，《条例》规定了参与人的缴款率(目前是参与人应计养恤金薪酬的 7.9%)和各组织的缴款率(目前是 15.8%)、参与资格以及参与人及其受抚养人可领取的养恤金。

3. 养恤基金秘书处目前有 187 个员额，其日常业务由首席执行干事监督。秘书长代表负责管理养恤基金的投资管理司及其 85 个员额。本预算文件及其补充资料详细介绍了养恤基金及其业务活动。

4. 养恤基金的费用由养恤基金支付，各成员组织的费用由各组织自行支付。养恤基金所有成员组织都必须设立自己的工作人 员养恤金委员会；不过，养恤基金代表联合国提供联合国(包括各基金和方案)工作人员养恤金委员会的服务。养恤基金与联合国达成一项分摊费用安排，以支付养恤基金代表联合国提供这些服务而产生的费用。因此，预算估计数分别列出养恤基金和联合国的所需资源总额。

5. 主要文件集中说明了管理层将养恤基金转变为一个反应迅速、灵活、以服务为导向且能够满足不断变化和日益增长需求的组织的总体愿景、新办法和计划。补充文件中详细说明了请拨的资源 and 请拨的理由。

## 二. 2016-2017 两年期预算估计数：执行情况报告

6. 表 1 汇总了 2016-2017 两年期支出估计数总额。为了使养恤基金执行情况报告更有意义，该两年期支出由两个不同的部分组成：(a) 2016 年 1 月 1 日至 2017 年 4 月 30 日这 16 个月期间的实际支出；(b) 2017 年 5 月 1 日至 2017 年 12 月 31 日这 8 个月期间的支出估计数。

7. 大会在第 70/248 号和第 71/265 号决议中核准为 2016-2017 两年期批款共计 180 055 400 美元，包括行政费用(91 378 400 美元)、投资费用(84 808 700 美元)、

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审计费用(2 902 700 美元)和联委会费用(965 600 美元)。在这笔批款中，158 190 100 美元直接由养恤基金负担，21 865 300 美元是由联合国分担的费用份额。此外，还核准用于支付预算外费用的资源 164 700 美元，由若干成员组织提供。

表 1  
按支出用途开列的 2016-2017 两年期订正估计数  
(千美元)

	核定批款			2016 年 1 月 1 日至 2017 年 4 月 30 日支出			2017 年 5 月 1 日至 12 月 31 日支出估计数			2016-2017 年增/(减)			2016-2017 年拟议最后批款		
	养恤基金	联合国	共计	养恤基金	联合国	共计	养恤基金	联合国	共计	养恤基金	联合国	共计	养恤基金	联合国	共计
	(a)			(b)			(c)			(d)=(b)+(c)-(a)			(e)=(a)+(d)		
<b>行政费用</b>															
员额	31 944.5	14 309.2	46 253.7	19 244.1	8 430.9	27 675.0	10 731.9	4 912.0	15 643.9	(1 968.5)	(966.3)	(2 934.8)	29 976.0	13 342.9	43 318.9
其他工作人员费用	8 361.5	283.2	8 644.7	6 286.3	308.1	6 594.4	5 251.2	214.7	5 465.9	3 176.0	239.6	3 415.6	11 537.5	522.8	12 060.3
招待费	6.2	—	6.2	—	—	—	6.2	—	6.2	—	—	—	6.2	—	6.2
咨询人	631.6	—	631.6	192.6	—	192.6	139.2	—	139.2	(299.8)	—	(299.8)	331.8	—	331.8
差旅费	1 025.2	—	1 025.2	492.1	—	492.1	432.8	—	432.8	(100.3)	—	(100.3)	924.9	—	924.9
订约承办事务	13 154.2	2 394.3	15 548.5	11 616.1	2 425.5	14 041.6	10 095.0	(31.2)	10 063.8	8 556.9	—	8 556.9	21 711.1	2 394.3	24 105.4
一般业务费用	13 416.9	3 712.8	17 129.7	7 953.7	3 205.1	11 158.8	3 638.2	203.5	3 841.7	(1 825.0)	(304.2)	(2 129.2)	11 591.9	3 408.6	15 000.5
用品和材料	127.1	63.6	190.7	25.9	7.5	33.4	39.2	24.7	63.9	(62.0)	(31.4)	(93.4)	65.1	32.2	97.3
家具和设备	1 329.7	618.4	1 948.1	181.9	38.8	220.7	314.7	162.9	477.6	(833.1)	(416.7)	(1 249.8)	496.6	201.7	698.3
<b>小计</b>	<b>69 996.9</b>	<b>21 381.5</b>	<b>91 378.4</b>	<b>45 992.7</b>	<b>14 416.0</b>	<b>60 408.7</b>	<b>30 648.4</b>	<b>5 486.5</b>	<b>36 134.9</b>	<b>6 644.2</b>	<b>(1 479.0)</b>	<b>5 165.2</b>	<b>76 641.1</b>	<b>19 902.5</b>	<b>96 543.6</b>
<b>投资费用</b>															
员额	25 818.6	—	25 818.6	13 759.6	—	13 759.6	8 733.0	—	8 733.0	(3 326.0)	—	(3 326.0)	22 492.6	—	22 492.6
其他工作人员费用	3 501.4	—	3 501.4	450.1	—	450.1	1 389.0	—	1 389.0	(1 662.3)	—	(1 662.3)	1 839.1	—	1 839.1
招待费	27.5	—	27.5	0.7	—	0.7	26.8	—	26.8	—	—	—	27.5	—	27.5
咨询人	1 114.0	—	1 114.0	149.2	—	149.2	814.8	—	814.8	(150.0)	—	(150.0)	964.0	—	964.0
差旅费	2 143.1	—	2 143.1	501.1	—	501.1	843.5	—	843.5	(798.5)	—	(798.5)	1 344.6	—	1 344.6
订约承办事务	43 639.4	—	43 639.4	19 429.0	—	19 429.0	19 775.6	—	19 775.6	(4 434.8)	—	(4 434.8)	39 204.6	—	39 204.6
一般业务费用	7 350.6	—	7 350.6	8 207.7	—	8 207.7	(612.1)	—	(612.1)	245.0	—	245.0	7 595.6	—	7 595.6
用品和材料	253.4	—	253.4	39.6	—	39.6	162.1	—	162.1	(51.7)	—	(51.7)	201.7	—	201.7

	核定批款			2016年1月1日至 2017年4月30日支出			2017年5月1日至 12月31日支出估计数			2016-2017年增/(减)			2016-2017年拟议最后批款		
	养恤基金	联合国	共计	养恤基金	联合国	共计	养恤基金	联合国	共计	养恤基金	联合国	共计	养恤基金	联合国	共计
	(a)			(b)			(c)			(d)=(b)+(c)-(a)			(e)=(a)+(d)		
家具和设备	960.7	—	960.7	157.0	—	157.0	803.7	—	803.7	—	—	—	960.7	—	960.7
<b>小计</b>	<b>84 808.7</b>	<b>—</b>	<b>84 808.7</b>	<b>42 694.0</b>	<b>—</b>	<b>42 694.0</b>	<b>31 936.4</b>	<b>—</b>	<b>31 936.4</b>	<b>(10 178.3)</b>	<b>—</b>	<b>(10 178.3)</b>	<b>74 630.4</b>	<b>—</b>	<b>74 630.4</b>
<b>审计费用</b>															
外部审计	655.4	131.1	786.5	327.6	65.5	393.2	327.8	65.6	393.3	—	—	—	655.4	131.1	786.5
内部审计	1 763.5	352.7	2 116.2	995.7	199.1	1 194.8	702.8	140.6	843.4	(65.0)	(13.0)	(78.0)	1 698.5	339.7	2 038.2
<b>小计</b>	<b>2 418.9</b>	<b>483.8</b>	<b>2 902.7</b>	<b>1 323.3</b>	<b>264.7</b>	<b>1 587.9</b>	<b>1 030.6</b>	<b>206.2</b>	<b>1 236.8</b>	<b>(65.0)</b>	<b>(13.0)</b>	<b>(78.0)</b>	<b>2 353.9</b>	<b>470.8</b>	<b>2 824.7</b>
<b>联委会费用</b>	<b>965.6</b>	<b>—</b>	<b>965.6</b>	<b>587.9</b>	<b>—</b>	<b>587.9</b>	<b>377.7</b>	<b>—</b>	<b>377.7</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>965.6</b>	<b>—</b>	<b>965.6</b>
<b>资源共计</b>	<b>158 190.1</b>	<b>21 865.3</b>	<b>180 055.4</b>	<b>90 597.9</b>	<b>14 680.6</b>	<b>105 278.6</b>	<b>63 993.0</b>	<b>5 692.7</b>	<b>69 685.7</b>	<b>(3 599.1)</b>	<b>(1 492.0)</b>	<b>(5 091.1)</b>	<b>154 591.0</b>	<b>20 373.3</b>	<b>174 964.3</b>
<b>预算外费用(离职后健康保险制度)</b>															
<b>业务活动</b>	<b>164.7</b>	<b>—</b>	<b>164.7</b>	<b>132.7</b>	<b>—</b>	<b>132.7</b>	<b>68.7</b>	<b>—</b>	<b>68.7</b>	<b>36.7</b>	<b>—</b>	<b>36.7</b>	<b>201.4</b>	<b>—</b>	<b>201.4</b>

8. 2016-2017 两年期支出总额估计为 174 964 300 美元，包括行政费用(96 543 600 美元)、投资费用(74 630 400 美元)、审计费用(2 824 700 美元)和联委会费用(965 600 美元)，因此，支出结余为 5 091 100 美元，占批款总额的 2.8%。预算外费用的预计支出为 201 400 美元，超支 36 700 万美元，占预算外批款的 22.3%。

#### A. 行政费用

9. 2016-2017 两年期行政费用估计数为 96 543 600 美元，因此将超支 5 165 200 美元，即 5.7%。导致超支的主要差异是其他工作人员费用和订约承办事务费用增加造成的。主要差异说明如下。

##### 员额——支出结为 2 934 800 美元

10. 支出结余为 2 934 800 美元，即 6.3%，原因是征聘人员填补 2016-2017 两年期核定的新员额需要时间，而且征聘内部候选人员(这些人员在养恤金管理和养恤基金十分复杂、独特的计划设计方面，具备所需专长与知识)补缺，使得一系列其他员额空出，引发了“多米诺效应”。

##### 其他工作人员费用——超支 3 415 600 美元

11. 超支 3 415 600 美元，即 39.5%，原因是一般临时人员和加班所需经费增加，增加的主要原因是为额外的福利处理能力、端到端审查以及信息和通信技术服务提供支持。

##### 咨询人——支出结余 299 800 美元

12. 支出结余为 299 800 美元，即 47.5%，主要原因是按照“团结”系统中的支出记录办法，将会计咨询和风险评估研究相关资源调拨到订约承办事务项下。

##### 旅行——支出结余 100 300 美元

13. 支出结余为 100 300 美元，即 9.8%，原因是努力通过采用视频和电话会议减少差旅费用，以及减少与培训有关的旅行。

##### 订约承办事务——超支 8 556 900 美元

14. 超支 8 556 900 美元，即 55.0%，原因是为端到端审查、呼叫中心、业务情报试点项目以及与养恤金综合管理系统(养恤金综管系统)有关的生产部署、接口项目和咨询服务追加了所需资源。资源增加还反映了从其他工作人员费用项下调入与培训有关资源，从咨询人项下调入与会计咨询和风险评估研究有关的资源，以及从一般业务费用项下调入与获得国际银行账户号码数据的许可证费用有关的资源。

##### 一般业务费用——支出结余 2 129 200 美元

15. 支出结余为 2 129 200 美元，即 12.4%，原因是房地维修方面产生了节余，主要涉及冷却水和电力、小规模修理和办公室翻修，以及银行手续费和通信费用项下产生节余。减少的数额也反映出根据“团结”系统中的支出记录办法，将与获得国际银行账户号码数据的许可证费用有关的资源调拨到订约承办事务项下。

### 用品——支出结余 93 400 美元

16. 支出结余为 93 400 美元，即 49.0%，原因是用品和材料所需经费低于预期。

### 家具和设备——支出结余 1 249 800 美元

17. 支出结余为 1 249 800 美元，即 64.2%，主要涉及信息管理系统处内部的信息技术软件和设备方面的节余。

18. 为了平衡订约承办事务超支额，家具和设备项下的支出必须优化。这方面的工作重点放在以下方面：

(a) 更换显示器和台式计算机以及过时技术的升级继续做到时间上错开同时部分减少和计划于下一个预算周期进行；

(b) 支持现有储域网所需储存技术和基础设施已经减少；

(c) 已经优化服务器应用软件一揽子购置，以实现必要的台式计算机生产率和应用开发；

(d) 已减少杂项软件购买经费，因为了解到下一个两年期将对一些软件许可证进行升级。

### 2016-2017 两年期期间开展的项目

#### 1. 养恤金接口项目

19. 该项目的范围包括两个主要接口，即共同人力资源接口和共同财务(缴款)接口。

20. 养恤基金于 2013 年开始实施共同人力资源接口。目前，除了三个成员组织，所有成员组织都已迁移到共同人力资源接口。当然，养恤基金协助实施接口，但实施接口的步伐、时间和所需资源取决于组织。仍有待迁移到这一接口的三个成员组织定于 2017 年第三季度期间迁移。

21. 养恤基金于 2014 年开始实施共同财务接口，预计将在成员组织采用共同人力资源接口这一前提下取得进展。2016 年，更多成员组织开始采用共同财务接口处理其缴款数据。实施共同财务接口的一个好处是成员组织有能力根据其既定频率(即每月)转移财务缴款数据。实际上，2016 年，五个成员组织开始每月提供财务缴款数据，还有几个组织表示它们能够在 2017 年年底前采用同样的频率。通过所有成员组织和报告实体全面采用每月传递财务缴款数据的办法，养恤基金将能够同样按每月一次的频率将缴款数据输入自己的养恤金综管系统，预计将在减少养恤金对账异常情况方面带来重大惠益。

22. 总体而言，两个共同界面的实施已经带来实实在在的好处，因为除了采用每月数据转移办法，它也使养恤基金能够有效转移从维持和平特派团收到的数据，并在将这些数据并入企业资源规划系统(即“团结”系统)的同时改善数据质量。

## 2. 业务情报项目

23. 继 2015/2016 年的业务情报项目概念验证阶段后，2016/2017 年成功开发了一个新的业务情报应用程序。新的应用程序为养恤基金管理人和业务用户提供看板草稿、数据分析和业务规划功能，目前正在对所有这些功能进行测试。

24. 随着业务情报项目开展的主要活动和取得的成果包括：

(a) 对报告的初步定义和主要业绩指标；

(b) 建立基础设施、软件环境、中转和数据仓数据库；

(c) 实施养恤金综管系统与业务情报系统之间的自动数据同步化，可自动输入每月历史简况；

(d) 业务情报报告和看板的初步设计、编制和执行，包括未决应享权利案件报告、应享权利案件基准报告、已发放福利报告、定期福利报告和参与者报告；

(e) 养恤基金管理层和业务用户初步审查、测试和重新起草看板和报告。

## 3. 信息安全管理系统

25. 养恤基金根据其风险管理框架以及国际标准化组织(ISO)和国际电工委员会(IEC)为 ISO/IEC 27001 号标准(涉及信息技术和安全技术)建议的最佳做法，制定并实施了信息安全管理系统方案。

26. 信息安全管理系统的目标是保护养恤基金数据的机密性、完整性和可用性，特别侧重于养恤金综合管理系统。信息安全管理系统的范围包括确定关键信息资产、这些资产所面临的风险以及养恤基金将采取的旨在减轻风险的相应控制措施。

27. 2016 年 3 月，一个第三方服务提供者对养恤基金的信息安全管理系统进行了独立、正式的认证，随后在 2017 年 3 月开展的年度监督审计中再次确认该系统的有效性。

## 4. 信息和通信技术服务管理

28. 养恤基金开始制定和执行专业最佳做法，以便根据 ISO/IEC 20000 号国际标准来管理信息和通信技术服务。该标准支持各组织实现以证据为基础的基准，以不断改善其信息和通信技术服务的提供情况。

29. 养恤基金 ISO/IEC 20000 合规项目的主要目标是确定和实施一个全面的信息和通信技术服务管理系统，并实现对信息和通信技术基础设施团队提供的服务进行 ISO/IEC 20000 认证。

30. 2016/2017 年度，养恤基金进行了一次差距评估，并开始根据独立第三方的正式认证进程实施相关控制措施，这次认证已完成，并于 2017 年 7 月 25 日颁发了证书。

## B. 投资费用

31. 2016-2017 年两年期的支出总额估计为 74 630 400 美元，支出结余为 10 178 300 美元，即 12.0%。下文列出造成净支出结余的主要差异。

### 员额——支出结余 3 326 000 美元

32. 支出结余为 3 326 000 美元，即 12.9%，主要原因是工作人员未及时征聘或未及时上岗，而且，处理员额改叙需要时间。

### 其他工作人员费用——支出结余 1 662 300 美元

33. 支出结余为 1 662 300 美元，即 47.5%，原因是，由于很难找到合适的候选人，并且很难在放行选中的候选人方面征得同意，一般临时人员项下所需经费低于编入预算的数额，以及根据“团结”系统中的支出记录办法，将培训资源调拨到订约承办事务项下。

### 咨询人——支出结余为 150 000 美元

34. 支出结余为 150 000 美元，即 13.5%，主要原因是按照“团结”系统中的支出记录办法，将会计咨询和风险评估研究相关资源调拨到订约承办事务项下。

### 差旅——支出结余 798 500 美元

35. 支出结余为 798 500 美元，即 37.3%，原因是，由于投资委员会成员不出席会议，代表的差旅费减少；工作人员差旅费减少，主要原因是，除了确保业务连续性和工作重点，投资管理司的工作人员尚未满编，以及以视频会议取代旅行。

### 订约承办事务——支出结余 4 434 800 美元

36. 咨询服务和保管服务方面的支出结余为 4 434 800 美元，即 10.2%，原因是重组和减少非全权投资顾问服务，以及保管服务费用减少。电子数据处理服务的支出低于预算，主要是由于一些业务应用程序的购置被推迟到目标业务模式研究完成之后。培训支出低于预算，主要原因是投资管理司的工作人员尚未满编，因此，现有工作人员暂时需要承担更大范围的工作。

### 一般业务费用——超支 245 000 美元

37. 超支 245 000 美元，即 3.3%，主要原因是与投资管理司新办公空间翻新相关的费用和建筑物运作费用高于预期，超支额因通信所需资源项下出现支出结余而部分抵销。

### 用品和材料——支出结余 51 700 美元

38. 支出结余为 51 700 美元，即 20.4%，原因是办公用品项下所需经费与编入预算的数额相比有所减少。

### 2016-2017 两年期期间开展的项目

39. 2016-2017 两年期，实施了如下若干项目：

(a) **Bloomberg AIM:** 2015 年 7 月, 投资管理司采购了一种资产投资管理解决方案, 即 **Bloomberg AIM**, 它为投资组合管理、电子交易、合规监测、现金管理和预测、后台业务、风险分析、业绩归属、交易和头寸调节以及股票经纪人交易成本分析提供全球多资产和多币种解决方案。该司于 2016 年 1 月完成了实施工作。2017 年 1 月, 为固定收入和外汇电子交易并入了另外两个 **Bloomberg** 交易平台, 2017 年 2 月完成了股票经纪人交易成本分析。**Bloomberg** 采用最新工艺水平的生物识别安全出入和内置灾后恢复基础设施, 提供每周 7 天、每天 24 小时的服务台支持。由于实施了该平台, 支持该司投资周期的所有流程都已精简和整合。

(b) **iNeed:** 2016 年 3 月, 该司采用了信息和通信技术厅的客户关系管理工具, 即 **iNeed**, 目的是支持该司的信息和通信技术服务台。服务台加强了对用户服务请求的处理并有效应对技术问题。

(c) 该司正在与联合国国际电子计算中心及信息和通信技术厅合作, 最后完成将其网络基础设施从养恤基金秘书处的网络基础设施中分离的进程。该司的网络设在三个数据中心: 纽约的一个数据中心、新泽西的主数据中心以及日内瓦的灾后恢复数据中心。网络现在复原力更强, 更好地支持该司的业务连续性和灾后恢复计划。

#### 40. 2017 年正在开展以下项目:

(a) **该司网站升级:** 将对投资管理司网站的能力进行升级, 从而拥有一个具备静态数据的多语文网站, 补充该司提供动态数据的现有网站。新的多语文网站将在信息和通信技术厅(网站设计和托管)和新闻部(翻译服务)的协助下开发。可通过联合国网站上的一个链接进入多语文版本的网站, 反之亦然。除了使网站更方便用户, 投资管理司网站将设有一个一般公众部分以及一个仅可供有访问特权的用户使用的限制性部分。

(b) **全球保管服务:** 2016 年 10 月发出了全球保管服务征求建议书, 以确定一个供应商, 为养恤基金的投资提供全球综合保管和会计/报告服务, 从而把两个全球保管人(目前发达市场为北方信托, 新兴市场 and 前沿市场为花旗银行)和总账管理人(目前为北方信托)的服务合并到同一个全球保管人下。

(c) **Bloomberg 保险库**是为信息治理、数据分析和交易重建提供的有管理的安全服务, 将于 2017 年订约和采用。除其他特点外, 这项服务还包括将 **Bloomberg** 的聊天或电子邮件沟通存档; 提供生物鉴别出入控制和完整的审计线索; 支持传输层安全加密, 此种加密确保在养恤基金与网关之间进行安全的端到端传输。

(d) 2017 年发出了全球税务咨询服务征求建议书, 因为目前的合同将于 2018 年 1 月到期。

(e) 2017 年, 将由一个咨询公司开展信息安全和业务连续性评估, 该公司将通过征求建议书确定。这一全面评估的结果将是制订一项详细计划, 以应对任何可能发现的安全问题, 并就以下问题提出并执行建议: (一) 信息和通信技术安

全；(二) 信息和通信技术风险管理；(三) 业务影响分析；(四) 灾后恢复和业务连续性计划。

### C. 审计费用

41. 2016-2017 两年期支出总额估计为 2 824 700 美元，支出略低于预算 78 000 美元，主要原因是其他工作人员费用项下所需经费减少，减少额因一般业务费用项下所需经费增加而部分抵销。

### D. 联委会费用

42. 2016-2017 两年期的支出总额估计为 965 600 美元，与核定预算之间没有差异。

### E. 预算外费用

43. 2016-2017 两年期的支出总估计为 201 400 美元，超支 36 700 美元，即 22.3%。超支的主要原因是，1 个一般(其他职等)员额的实际工作人员薪金费用高于编入预算的标准薪金费用。

## 三. 2018-2019 两年期预算估计数：成果预算制框架和所需资源分析

### A. 引言

44. 当前的拟议预算涉及长期目标及 2018-2019 年战略框架所列优先事项。预算的依据是养恤基金承诺继续采用 2010-2011 两年期启用的过渡和变革管理办法，是为应对养恤基金的新运作平台实施后近期离职案件数目激增的情况而拟订的。拟议预算旨在提供必要的财政资源，使养恤基金成为一个灵活、以服务为导向的基金，够满足其全球客户日益增长的需求。

45. 养恤基金秘书处 2018-2019 两年期拟议预算不应与先前的 2016-2017 两年期核定预算等具体基准线进行比较。相反，该预算应被视为必要的累积性调整和加强，以说明自养恤基金成立以来以往每年发生的增长，以及预计会持续到未来的增长。补充资料中各图表所提供的信息，特别是下文图一至图三提供的信息，明确说明了长期不断增长。首先，养恤基金旨在以最低数目的新设经常员额加强总体现有结构，以便更妥当地处理与其过去增长有关的持续工作量，包括其人口日益增长、日益老龄化、逐年越来越分散的情况。尽管这些众所周知的趋势肯定会继续下去，但养恤基金的人员配置没有跟上。应当回顾，2010 年至 2015 年，养恤基金曾提议设置 46 个员额；然而，这段时间只批准了 8 个员额，因为各组织有严重的预算制约，总体上不愿意在实施养恤基金综管系统时批准养恤基金秘书处员额。

46. 作为 2016 年全基金审查的一部分，对养恤基金客户服务活动的现状进行了一次评估，在评估中，一名独立咨询人的结论是，“养恤基金的客户服务领域显然人手不足”。2016 年提交联委会并获得其核准的养恤基金战略框架(2018-2019 年)还指出，虽然目标是不断现代化以及效率驱动的文化，即“少花钱多办事”、

查明与各雇用组织的协同作用、找到创新的解决办法、利用技术，但需要加强人员配置，特别是在业务和客户服务领域。为此应当略微扩大常设结构，设立一个灵活、敏捷的临时员工队伍来处理工作量的“激增”、周期性业务高峰和意外事件，如成员组织建立企业资源规划系统(如“团结”项目)或使之现代化的工作导致需要补充数据清洗。此外，2014年，养恤基金秘书处还开展了自己的审查，最终编写了关于加强养恤基金客户服务能力的可能选项的报告。根据第三方评估(JSPB/63/R.19和Add.1)、战略框架(JSPB/63/R.25/Rev.1)中提出的调查结果及养恤基金的内部审查(JSPB/61/R.48)，2018-2019两年期拟议经常员额旨在处理众所周知的趋势：

#### 趋势

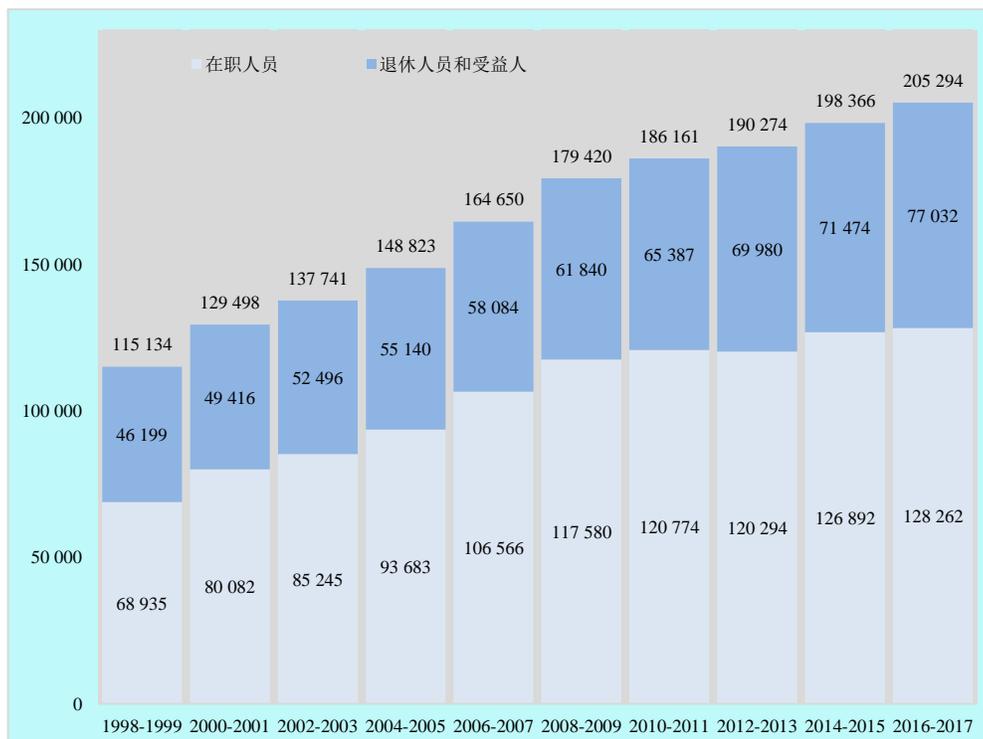
- 所服务的总人数不断增长
- 这些人在地域上越来越分散
- 寿命继续延长，因此退休人员和其他受益人日益老龄化

47. 在管理养恤基金方面面临的后勤挑战，众多且不断增加的人口(在职和退休)日益分散在大约190个国家，包括养恤基金调整制度双轨办法的独特规定以及所有随制度而来的必要控制措施，造成了任何其他养恤基金没有经历过的特殊客户服务挑战。养恤基金的主要重点是，按照《养恤基金条例》和养恤金调整制度，自参与人参加养恤基金之日起向参与人、退休人员和其他受益人提供积极主动和及时的服务，直至参与人和任何合格遗属死亡为止。正常预期是，一个已存在近70年、正在成熟的养恤基金应当拥有稳定甚至略微下降的人口。然而，养恤基金由有着不同需要和人力资源政策的23个不同组织组成，由于这一特殊情况，养恤基金已注意到，在职参与人数量的增长率高得异乎寻常(在过去二十年里增长率为86%)。退休人员和其他受益人数量也有显著增长(同期为67%)。在职参与人、退休人员和其他受益人数量推动养恤基金的工作量。

48. 图一反映1998-1999两年期以来养恤基金在职参与人、退休人员和其他受益人人数的总体增长情况。随着大批在职参与人开始进入退休年龄，由于退休人员和其他受益人寿命更长，成员组织规模长期扩大，新成员组织加入养恤基金，自养恤基金成立以来其客户总数(在职参与人、退休人员和其他受益人)一直在持续显著增加。更重要的是，养恤基金服务的总人数的增长和在地域上日益分散的情况预计将在未来几十年内持续下去。到2016年12月31日，养恤基金涵盖的总人数增加到203 050人，在短短3年里服务人数增长了近13 000人。截至2017年12月31日的总数是估计数。

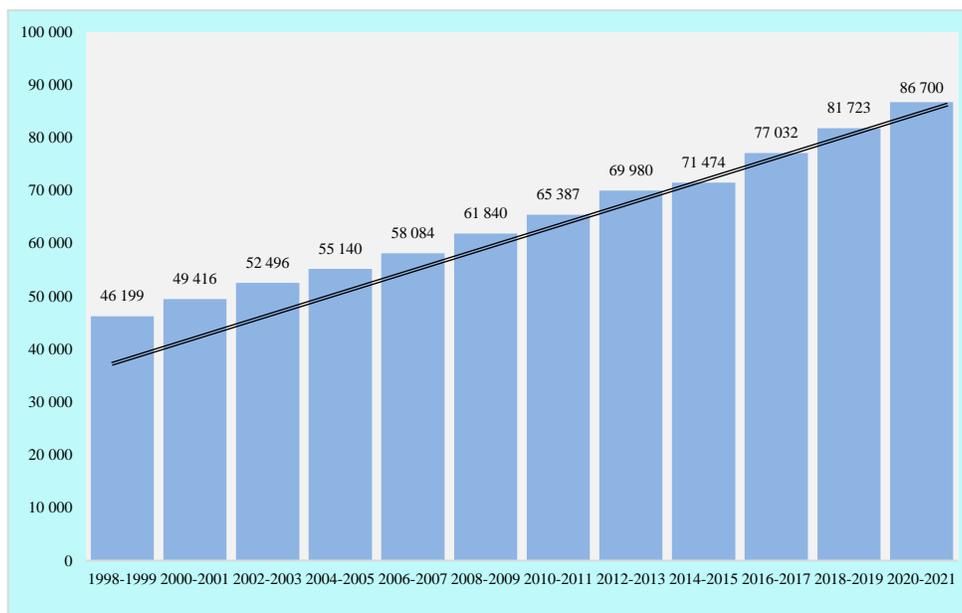
图一

1998-1999 年以来每两年期结束时参与人、退休人员 and 受益人人数的增长



图二

定期给付中的养恤金笔数 (2017-2021 年预计数)

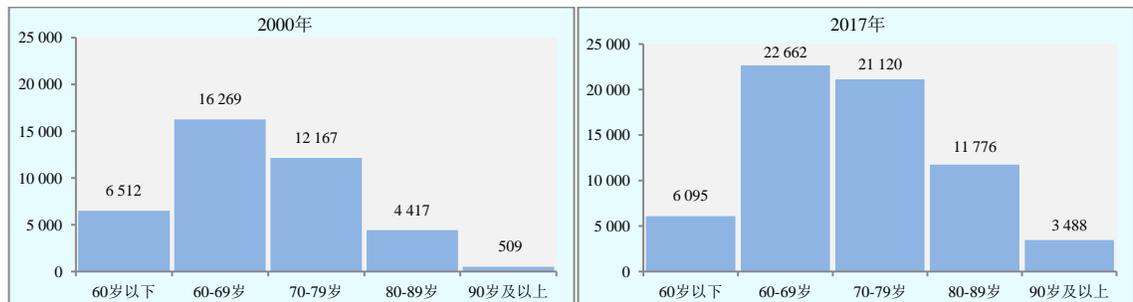


49. 图二反映了 1998-1999 年以来每两年期结束时的实际定期给付中的养恤金笔数，并预测 2016-2017 两年期以后每两年期结束时的预计定期给付中的养恤金笔数。养恤基金管理联合国系统中最大、最复杂的养恤金单。

50. 应当强调的是，即使在可衡量工作案例数量没有任何增加的情况下(这完全是假设的，工作案例数量今后肯定会继续增加，因为接受服务的总人数预期会增加)，处理某个(或固定)数量的工作案例所涉的工作量、时间和精力也将继续增加。这是养恤基金退休人员和其他受益人因寿命延长而总体老龄化以及所服务的客户在地域上越来越分散的一个直接结果。养恤基金退休人员和其他受益人老龄化在下文图三中显而易见。如提供的图表所示，自 2000 年以来，90 岁或以上的退休人员和其他受益人的人数增长了近六倍。由于养恤基金退休人员和其他受益人的寿命继续延长，经验表明，养恤基金将日益处理更多正式监护关系和其他第三方关系，所有这些关系都比直接应对退休人员和其他受益人更耗时，从而导致所需资源总额进一步增加。

图三

## 养恤基金退休人员和其他受益人的老龄化



51. 此外，由于在地域上日趋分散，养恤基金应对的在纽约和日内瓦地区(养恤基金的两个办事处)以外居住的客户也越来越多，因此导致双轨制案件数量增加，从而需要增加详细估计数和协商高度复杂的事项，这些事项对退休人员和其他有关受益人具有重大的财务影响。这一切导致养恤基金需要更多时间、精力和资源。例如，2010 年，有 555 名退休人员和其他受益人在肯尼亚居住，但到 2017 年有 1 010 名养恤基金客户居住在肯尼亚。然而，更重要的是，这一事态发展还意味着更多退休人员 and 受益人询问和(或)选择养恤基金调整制度在许多国家的双轨办法，而直到最近基金在这些国家没有退休人员采用双轨制。更具体而言，2000 年，养恤基金哥伦比亚双轨制内的退休人员和其他受益人为零，而到 2016 年 12 月 31 日有 75 名此类人员按哥伦比亚双轨办法领取养恤金。

52. 除了以有限数量的现有和增设经常员额加强养恤基金的基本结构，以维持一个能应付经常性职能的稳定和有力的组织结构，养恤基金旨在变得更加灵活敏捷。联委会 2016 年核准的 2018-2019 年战略框架强调这是一项重要的长期目标。因此，2018-2019 两年期的大多数额外资源请求是要设立一个灵活的临时员工队伍，需要时补充能力，但不增加固定员额基数。

53. 这一灵活办法将使养恤基金能够更切实高效地运作，这一愿景在很大程度上通过成功实施养恤金综合管理系统以及为成功应对优先事项、风险和挑战设立的工作队得到推动。

54. 2018-2019 两年期期间，预计将进一步加强和完善养恤金综管系统，同时有一个新网站与养恤金综管系统平台日益融为一体。这两项发展将为养恤基金未来管理越来越多和日益分散的人口提供必要的优势。

55. 因此，提议视需要设立灵活的工作队，同时养恤基金继续完善新系统，以提高效率，处理因离职率高于常态而增加的工作量，而离职率高主要是最近维持和平行动的缩编工作造成的。更具体而言，正如本文件和补充资料所充分解释的那样，继续处理的最近离职人数“激增”以及其他常见但意外的工作案例剧增的情况，需要一种新的方法来管理养恤基金，这一办法只能通过灵活的办法和灵活的员工队伍来提供，同时，补充必要的不会产生大量像增加永久劳动力那样的固定费用。因此，养恤基金在 2016-2017 两年期试行若干举措时考虑到了这一点。鉴于这些举措已证明成功，它希望在 2018-2019 年继续采用这种敏捷灵活的办法。为灵活工作队提供数量有限的现有和增设经常员额及其他资源的具体理由在补充资料有关各节的每个具体工作单位下说明。

#### 主要挑战

56. 养恤基金面临一系列挑战，需要采取灵活的管理方式，使之能够以更及时、切实高效的方式应对即将开展的工作，同时适时考虑到风险管理。养恤基金面临的短期和中期挑战包括：

#### 主要挑战

- 在职参与人数大增使服务需求越来越大；退休人员和其他受益人(包括遗属)人数持续增长。
- 要处理的案件数量呈波动式激增。
- 客户在地域上越来越分散，日益需要全球服务。
- 养恤基金客户更加长寿，日益需要更多个人服务。
- 不熟悉联合国流程和术语或联合国系统工作语言的第三方监护人人数不断增加。
- 客户特别是越来越熟练地使用现代通信工具和不断发展的社交媒体的客户的服务期望总体增加，因此更期望获得实时信息、第一手数据和“按需”客户服务方式。
- 来自不同利益攸关方群体的要求不断提高。
- 在制订复杂的治理结构和不灵活的行政、人力资源和采购框架时没有考虑到养恤基金的性质和需要。
- 养恤基金的真正全球性质是独一无二的，涉及许多复杂性，包括涉及以下方面的复杂性：时区、货币、语言、文化，习俗和法规；越来越多退休人员和其他受益人处于和(或)选择养恤金调整制度的双轨办法，这使业务和养恤金处理更加复杂(即需要监测 190 多个国家的汇

率和生活成本,对 20 000 多名退休人员和其他受益人不断进行双轨季度比较)。

#### 预算战略

##### 预算战略

- 总的来说,目前拟议预算依据的战略是,将养恤基金的核心和标准服务与服务提供量意外激增、案件量高峰期和其他紧急情况等其他临时需要和需求分开,为此建立灵活的工作队增加临时能力,而不产生长期固定费用。
- 养恤基金将集中力量和资源来加强客户服务,加强其核心职能和改善沟通。该基金正在重组其客户服务领域,不仅将成为一个反应更迅速的组织,而且将充分利用新安装的技术,从而产生根本性的影响。
- 因此,2018-2019 两年期应被视为下一个中期现代化举措的第一阶段。

57. 虽然客户和案件数量增加以及案件复杂程度加剧的趋势肯定会持续下去,但考虑到新的养恤金综管系统平台及其成功实施带来的机会,养恤基金现在能更好地应对和处理日益增长的需求。

58. 2018-2019 两年期拟议预算基于以下信念:养恤基金将成为一个更加灵活、主动、切实高效的组织,它将反应更迅速、更有能力处理许多挑战、风险和需求,为不断增长的多样化客户群提供更好的服务。

59. 因此,养恤基金在 2018-2019 年将集中围绕下列主题开展工作:加强客户服务和外联活动;改进管理和业绩报告;加强和扩大信息技术基础设施;精简交易流程;改进与成员组织的联络;制定一种更主动积极的互动式沟通战略。

60. 2018-2019 年拟议预算的编制旨在为养恤基金提供充足、适当分配和灵活的财政资源,使之继续得到加强和现代化,成为一个灵活、反应更迅速和以服务为导向的组织,包括充分实施在 2016-2017 两年期测试和执行的试点项目,包括:

##### 试点举措

- 利用临时灵活的工作队资金来应对工作量高峰时期等不断变化的情形,应对需求激增、数据清理工作、周期性活动期间的高峰工作量。
- 应对特殊需求的工作队。
- 呼叫中心(每天工作 12 小时)回答 80%以上的呼叫,并提供一级和转机优先呼叫(即将有关遗属抚恤金的呼叫转给二级专家)。
- 加强和扩大养恤金综管系统所实现的机会和新服务,包括通过继续发

展养恤基金新网站及其与新养恤金综管系统进一步相融合。

- 积极主动、预期和实际的沟通和外联策略。
- 利用互联网和社交媒体提供的新机会。
- 加强培训工作，如养恤金讲习班、互联网课程、信息和自学工具以及全体会议。
- 建设雇用组织(特别是在外地和服务中心)的人力资源和(或)薪资工作人员的能力。
- 制定智能表格的试点演示，以便与养恤基金进行无纸化沟通。
- 设立一个监测离职工作人员案件状况的看板。
- 试点远程打印应享权利证书(美元轨道退休人员和受益人)。
- 使用业务情报工具起草管理看板。
- 创新的沟通方法，包括一系列白板视频。
- 设立区域联络处。

61. 这将使养恤基金能够以更创新、现代和创造性的方式迅速和积极主动地作出回应，以处理不断变化的业务环境以及正常发展的服务需求。2018-2019 两年期期间，养恤基金将完成加强养恤金综管系统平台的工作。这将为养恤基金创造条件，使其在与其成员组织的关系中更积极主动；能够更好地向客户伸出援手，无论他们居住在何处；并更好地配备可靠和安全的数据管理和处理系统。养恤基金还将采取步骤改善管理和业绩报告，并将继续在信息和通信技术利用方面进行创新。更具体地说，养恤基金将力求采用创新和创造性的服务提供办法，利用技术实现少花钱多办事。为此将通过养恤基金更全面的新网站引入新的服务提供办法，并加强和扩大 2016-2017 两年期在较小范围内启动和测试的试点举措。

长期目标和 2018-2019 两年期优先事项

62. 2018-2019 年战略框架中提出的长期目标如下：(a) 加强治理；(b) 确保养恤基金是一个灵活的组织；(c) 加强该组织以服务为导向的性质；(d) 利用信息技术推动变革；(e) 实现长期投资目标。

63. 此外，2018-2019 年优先事项确定如下：(a) 巩固养恤金综管系统的目标业务模式；(b) 最先进的客户服务模式；(c) 加强沟通；(d) 数据管理。

加强治理和确保养恤基金是一个灵活的组织

64. 根据养恤基金的长期目标，随着通过实施养恤金综管系统提供新能力，养恤基金正在采用更灵活的管理办法。目前的预算请求基于这一新的办法，即提议视需要利用为灵活的临时资源提供的资金设立工作队，以启动和进一步继续几个试点项目。若要成功采用这一敏捷灵活的管理办法，管理层必须有能力以迅速和灵

活的方式调动资源，以应对不断变化的需求，并在需要时进一步测试新的服务提供模式。这样还可以让养恤基金探索更多花钱多办事的机会。更重要的是，这样可以让养恤基金在最急需资源时“视需要”将资源灵活分配给最急需资源的领域。例如，这将包括使养恤基金能够更好地应对离职人数激增，对雇佣单位提供的数据进行清洗和质量控制，为缩编特派团提供更多服务，协助年终会计工作和编制随后的财务报表，以及开展养恤基金的其他定期活动。

65. 管理层还认识到，要提高灵活性，就必须加强问责制。因此，本两年期内将更加注意企业风险管理，以确保养恤基金进行更有力的治理，并有合适工具来恰当处理和管理业务、财务和投资风险。今后将制定充分的控制措施，以确保安全的数据处理和可靠的统计数据 and 财务数据。控制还将侧重于生产力和业绩指标，以加强业绩基准，包括业务活动报告，以及改进对支出的监测和报告。改进的业绩计量将针对涵盖客户服务及时性和质量以及客户和成员组织满意度的关键活动。养恤基金秘书处各部门已存在业绩指标；然而，进一步发展和实施这种指标，将是新养恤金综管系统平台稳定和强化阶段的一个组成部分。更加一致和有意义的管理信息，改进业绩指标和报告，将使养恤基金首席执行官及其高级管理小组、立法机构和组成团体能通过更好地了解和分析养恤基金的业务活动，作出更为知情的业务决定。

66. 具体而言，在该两年期里计划为加强养恤基金秘书处的治理和运作而采取的重组行动包括转变养恤基金日内瓦办事处的作用，根据纽约总部各项职能精简该办公处的职能，加强对养恤基金的活动和服务的统一治理。这将确保对服务提供采取同等质量办法，统一适用《养恤基金条例》、《细则》和养恤金调整制度的规定，同时使两个办事处的工作做法更加一致；还鼓励办事处之间更多地分享知识和经验教训，同时加强全机构技术专家发展；通过设立一个单独的专门客户服务模式，把客户服务活动和应领养恤金处理活动明确分开；酌情根据联合国正在审议的“团结”项目实施后的服务改组原则，调整行政支助服务提供，以更妥善地应对养恤基金的特殊需要。补充资料更详细地说明所有此类活动。

#### 加强养恤基金以服务为导向的性质

67. 2018-2019 两年期期间，养恤基金秘书处还将更协调一致地努力，加强和扩大其客户服务模式。这是为了应对与参与人、退休人员和其他受益人进行更有效和更及时对话的需求越来越大的情况，也是实施养恤金综管系统的结果。该系统使养恤基金能够更好地实施新客户服务模式，该模式考虑到养恤基金的独特特点和复杂的计划设计、独特的养恤金单、治理及客户日趋地域分散的情况。养恤基金为分布在 190 多个国家的客户提供服务。因此，迫切需要更多的外联活动，确保向所有客户提供同等质量的服务，而不是仅向那些居住在养恤基金总部附近和其他主要工作地点的客户提供这样的服务。

68. 如 2016 年全基金审查(JSPB/63/R.19)所述，养恤基金利益攸关方人口众多且多样化，有 23 个成员组织，涵盖 80 个报告实体。2016 年的研究还重申了 2008 年全基金审查(JSPB/57/R.21)的结果：与其他设定受益的公共养老金计划相比，联合国合办工作人员养恤基金是独一无二、复杂的，规模很大，作为吸引和留用工

作人员的工具对其成员组织而言很重要。所有上述特点不仅目前存在，而且在某些情况下预计会在未来具有更大的意义，因而给养恤基金带来越来越大的业务挑战。尽管有这些日益严峻的挑战，养恤基金必须确保继续履行任务，制定适当的业务目标，维持一个可持续的养恤金计划，降低风险，提供具有成本效益的服务，同时满足日益增长的人口越来越多的客户需求。

69. 2016 年全基金审查和相关的新客户服务模式报告(JSPB/63/R.19/Add.1)均建议，将养恤金权利和客户服务活动分为两个单独的组织单位。根据这项建议，养恤基金管理层提议为客户服务设立一个单独的组织单位，加强客户服务活动的治理、管理、规划和交付。新客户服务模式将通过以下方式加强养恤基金以服务为导向的性质：使该组织加紧注重和简化客户接触责任自主权；能够灵活使用资源；能够以更协调一致的方法开展外联活动。把两项服务分别纳入分开的组织单位，将更明确地分开“前台”客户服务活动和“后台”处理活动。这将有助于更清楚地分开专门服务客户的小组和主要责任与应享权利处理和计算有关的小组。

70. 新客户服务模式的一个重要组成部分是，不仅需要与客户增加沟通，而且还与成员组织、理事机构和其他利益攸关方群体增加沟通。鉴于多样化的利益攸关方群体和养恤基金的全球工作范围，沟通是养恤基金业务的一个重要组成部分。通过透明、强化的沟通恢复和建立信任，将是养恤基金 2018-2019 年预算周期的优先任务之一。养恤基金将力求用以下方式领导养恤金相关讨论：公开和透明地沟通，分享成功故事，就可能需要注意和采取适当行动的事项和问题进行透明的讨论。养恤基金的沟通战略将尽可能解决客户对沟通和信息分享的越来越多的期望，同时尊重和确保其数据的机密性和客户隐私。

#### 利用技术推动变革

71. 通过实施养恤金综管系统，养恤基金已建立更精简的业务流程、更稳固的基础设施和基于现代技术的功能强大的养恤金应用程序，这是养恤金综管系统目标业务模式所设想的。但是，和实施任何重大企业资源规划系统一样，养恤金综管系统实施后将有一段稳定、加强和不断改进的时期。

72. 养恤金综管系统项目的主要目标是，以一个加强和增加养恤基金案件处理能力的新业务平台，取代老旧破碎及日益脆弱和危险的平台，以便养恤基金能够在未来生存。新平台现在允许改善客户服务，并在数据管理和报告方面提供更长期可靠的业务生存能力。这是一个基于网络的现代综合业务系统，为养恤基金提供一个新的平台，以便与成员组织、参与人、退休人员和其他受益人建立实时接口，同时能够在需要时迅速调拨资源，在处理积压案件和工作量激增方面采取更积极主动的行动。

73. 此外，新系统在福利和养恤金单处理、缴款管理和答复客户询问等领域带来了新效率。2018-2019 两年期，重点将从设计、开发和初步实施新系统转向维护、进一步稳定和完善的平台。养恤基金还将扩大监测和报告模块的服务范围。

### 实现长期投资目标

74. 投资管理司 2018-2019 年拟议预算的目的是支持该司的任务，达到养恤基金的长期投资目标，即实际收益率达到 3.5%。2018-2019 年拟议预算的大部分包括员额和订约承办事务费用，以支持这一业务，反映约 85% 的养恤基金资产由该司内部管理。2018-2019 年拟议预算比 2016-2017 两年期预算约高 320 万美元。这体现出预算绝对费用数额增加，并不意味着相对费用增加，因为养恤基金的规模已从 2015 年 12 月 31 日的 521 亿美元增长到 2017 年 5 月 31 日的 587 亿美元。为了根据养恤基金的长期投资目标继续长期提供回报，该司 2018-2019 两年期将把重点放在加强风险管理、实施一个强化的目标业务模式并进行一次资产负债管理研究上。这些举措的费用总额在 2018-2019 年拟议预算增加的 320 万美元中占很大部分。还应当指出，作为 2014-2015 年预算一部分核定的新员额预计将在 2018-2019 两年期填补，2018-2019 年拟议预算包括与这些职能有关的费用。总之，该司仍然致力于根据其任务以成本效益高的方式交付成果。

### 成果预算编制、方法和术语

75. 本拟议预算采用成果预算编制格式。资源是根据养恤基金各项方案请拨的。拟议预算的补充财务资料载有所有理由和支持性信息。

76. 养恤基金由其秘书处和投资管理司组成。尽管资源总额是整体请批的，但在养恤基金秘书处和投资管理司这两个分款之下分别列报了所需员额和非员额资源细目。为便于将 2018-2019 年拟议数与 2016-2017 年批款这一基线加以比较，对后者按新的“团结”项目支出结构进行了技术调整(见表 4)。

77. 在计算资源时使用了下列因数：

(a) 2018 年和 2019 年纽约和日内瓦适用以下延迟征聘因数：续设专业类员额(在职率为 89.9%)、新设专业类员额(50.0%)、续设一般事务类员额(92.9%)和新设一般事务类员额(50.0%)。这些因数适用于 2016-2017 年第 16 版标准薪金表；

(b) 2016 年和 2017 年，对日内瓦适用的年平均通货膨胀率均为 0.5%，对纽约均为 2.1%；

(c) 对日内瓦适用的汇率为 0.960；

(d) 在联合国与养恤基金费用分摊安排框架内，除了信息管理系统处和执行办公室的员额费用以外，三分之一和三分之二的比例将继续适用于具体的行政费用。按照 2016-2017 年秘书处核定常设员额(186)和投资管理司核定常设员额(85)的比率，加上 1 个预算外员额，信息管理系统处和执行办公室仅 66.7% 的员额费用将通过费用分摊安排来解决。

### 请批的资源总额

78. 下文说明为整个养恤基金请批的人力资源和财政资源、预算外资源估计数及新增员额所需资源细目。

79. 表 2 和表 3 分别按构成部分概述资源分配百分比估计数和所需资源估计数。

表 2  
按构成部分开列的资源分配百分比

构成部分	经常预算	预算外
A. 行政领导和管理		
1. 行政	2.3	—
2. 投资	5.2	—
<b>A 项小计</b>	<b>7.5</b>	<b>—</b>
B. 工作方案		
1. 行政	30.6	100.0
2. 投资	34.8	—
<b>B 项小计</b>	<b>65.4</b>	<b>100.0</b>
C. 支助 <sup>a</sup>		
1. 行政	21.1	—
2. 投资	4.0	—
<b>C 项小计</b>	<b>25.1</b>	<b>—</b>
D. 审计	1.5	—
E. 养恤金联委会	0.5	—
<b>共计</b>	<b>100.0</b>	<b>100.0</b>

<sup>a</sup> 养恤基金秘书处已将信息技术分类为支持职能，尽管信息技术被嵌入实质性进程。如果没有信息技术，该基金将无法帮助居住在 190 多个国家的 203 000 多名参与人、退休人员和受益人。在投资管理司，信息技术列入工作方案项下。

表 3  
按构成部分开列的所需资源

(千美元)

构成部分	2016-2017 年批款	资源增长		重计费用前 共计	重计费用	分配数		2018-2019 年估计数
		数额	百分比			联合国	养恤基金	
<b>经常预算</b>								
A. 行政领导和管理								
行政	5 562.7	(1 055.9)	(19.0)	4 506.8	57.2	627.7	3 936.3	4 564.0
投资	9 189.9	826.0	9.0	10 015.9	147.9	—	10 163.8	10 163.8
<b>A 项小计</b>	<b>14 752.6</b>	<b>(229.9)</b>	<b>(1.6)</b>	<b>14 522.7</b>	<b>205.1</b>	<b>627.7</b>	<b>14 100.1</b>	<b>14 727.8</b>
B. 工作方案								
行政	46 076.6	13 489.3	29.3	59 565.9	(1 809.8)	13 062.5	44 693.6	57 756.1

构成部分	2016-2017 年批款	资源增长		重计费用前 共计	重计费用	分配数		2018-2019 年估计数
		数额	百分比			联合国	养恤基金	
投资	68 619.9	(860.8)	(1.3)	67 759.1	1 459.8	—	69 218.9	69 218.9
<b>B 项小计</b>	<b>114 696.5</b>	<b>12 628.5</b>	<b>11.0</b>	<b>127 325.0</b>	<b>(350.0)</b>	<b>13 062.5</b>	<b>113 912.5</b>	<b>126 975.0</b>
C. 支助								
行政	39 739.1	1 207.1	3.0	40 946.2	782.2	8 707.3	33 021.1	41 728.4
投资	6 998.9	812.5	11.6	7 811.4	75.7	—	7 887.1	7 887.1
<b>C 项小计</b>	<b>46 738.0</b>	<b>2 019.6</b>	<b>4.3</b>	<b>48 757.6</b>	<b>857.9</b>	<b>8 707.3</b>	<b>40 908.2</b>	<b>49 615.5</b>
D. 审计	2 902.7	26.5	0.9	2 929.2	(23.2)	484.4	2 421.6	2 906.0
E. 养恤金联委会	965.6	—	—	965.6	40.9	—	1 006.5	1 006.5
<b>共计</b>	<b>180 055.4</b>	<b>14 444.7</b>	<b>8.0</b>	<b>194 500.1</b>	<b>730.7</b>	<b>22 881.9</b>	<b>172 348.9</b>	<b>195 230.8</b>
<b>预算外</b>	<b>164.7</b>	<b>—</b>	<b>—</b>	<b>164.7</b>	<b>(2.3)</b>	<b>—</b>	<b>162.4</b>	<b>162.4</b>

80. 如表 4 所示, 请批资源总增加额重计费用前为 14 444 700 美元, 即 8%, 反映以下费用增加: 行政费用(13 640 500 美元)、投资费用(777 700 美元)和审计费用(26 500 美元)。

81. 用作行政费用的资源增加 13 640 500 美元是以下费用拟增加的净结果: 常设员额(3 451 800 美元), 其中 244 300 美元是 2016-2017 两年期核定的 3 个新员额的滞后影响, 以及非员额资源(10 188 700 美元)。非员额费用增加的主要原因是以下费用增加: 其他工作人员费用(4 800 600 美元)、订约承办事务(4 310 900 美元)、一般业务费用(722 900 美元)、家具和设备(267 000 美元)、工作人员差旅费(91 700 美元)以及用品和材料(18 400 美元), 增加额因咨询人所需资源减少(22 800 美元)而部分抵销。

82. 用作投资费用的资源增加 777 700 美元, 其中包括非员额费用增加额, 主要原因是以下费用增加: 其他工作人员费用(550 800 美元)、一般业务费用(663 500 美元)、家具和设备(391 000 美元)和工作人员差旅费(27 900 美元), 增加额因以下费用减少而部分抵销: 订约承办事务(750 200 美元)、用品和材料(70 800 美元)、咨询人(34 000 美元)和招待费(500 美元)。

83. 用作审计费用的资源增加 26 500 美元, 主要是因为精算程序审计费用估计数增加。

表 4  
所需财政资源

(千美元)

类别	2014-2015 年 支出	2016-2017 年 批款 <sup>a</sup>	资源增长		重计费用 前共计	重计 费用 <sup>b</sup>	分配数		估计数		
			数额	百分比			联合国	养恤基金	2018-2019 年	2018 年	2019 年
<b>行政费用</b>											
员额	42 257.2	46 253.7	3 451.8	7.5	49 705.5	(2 240.0)	14 786.2	32 679.3	47 465.5	23 671.1	23 794.4
其他工作人员费用	5 078.3	8 035.5	4 800.6	59.7	12 836.1	(142.0)	681.1	12 013.0	12 694.1	6 250.5	6 443.6
招待费	1.4	6.2	—	—	6.2	—	—	6.2	6.2	3.1	3.1
咨询人	348.8	248.3	(22.8)	(9.2)	225.5	9.5	—	235.0	235.0	93.8	141.2
差旅费	952.5	1 025.2	91.7	8.9	1 116.9	37.3	—	1 154.2	1 154.2	612.5	541.7
订约承办事务	25 094.1	16 834.7	4 310.9	25.6	21 145.6	896.9	2 240.6	19 801.9	22 042.5	11 220.0	10 822.5
一般业务费用	11 845.3	16 836.0	722.9	4.3	17 558.9	370.6	3 948.0	13 981.5	17 929.5	8 846.4	9 083.1
用品和材料	149.5	190.7	18.4	9.6	209.1	7.0	72.1	144.0	216.1	107.0	109.1
家具和设备	1 062.8	1 948.1	267.0	13.7	2 215.1	90.3	669.5	1 635.9	2 305.4	1 242.5	1 062.9
<b>共计</b>	<b>86 789.9</b>	<b>91 378.4</b>	<b>13 640.5</b>	<b>14.9</b>	<b>105 018.9</b>	<b>(970.4)</b>	<b>22 397.5</b>	<b>81 651.0</b>	<b>104 048.5</b>	<b>52 046.9</b>	<b>52 001.6</b>
<b>投资费用</b>											
员额	19 424.5	25 818.6	—	—	25 818.6	(430.1)	—	25 388.5	25 388.5	12 698.7	12 689.8
其他工作人员费用	1 199.6	2 968.2	550.8	18.6	3 519.0	(18.0)	—	3 501.0	3 501.0	1 735.4	1 765.6
招待费	21.6	27.5	(0.5)	(1.8)	27.0	1.1	—	28.1	28.1	14.6	13.5
咨询人	756.0	1 114.0	(34.0)	(3.1)	1 080.0	45.8	—	1 125.8	1 125.8	621.3	504.5
差旅费	1 169.1	2 143.1	27.9	1.9	2 171.0	92.1	—	2 263.1	2 263.1	1 200.0	1 063.1
订约承办事务	33 261.7	44 172.6	(750.2)	(1.7)	43 422.4	1 843.1	—	45 265.5	45 265.5	22 381.0	22 884.5
一般业务费用	8 486.3	7 473.2	663.5	8.9	8 136.7	89.5	—	8 226.2	8 226.2	4 032.4	4 193.8
用品和材料	81.3	130.8	(70.8)	(54.1)	60.0	2.6	—	62.6	62.6	31.3	31.3
家具和设备	586.1	960.7	391.0	40.7	1 351.7	57.3	—	1 409.0	1 409.0	852.7	556.3
<b>共计</b>	<b>64 986.2</b>	<b>84 808.7</b>	<b>777.7</b>	<b>0.9</b>	<b>85 586.4</b>	<b>1 683.4</b>	<b>—</b>	<b>87 269.8</b>	<b>87 269.8</b>	<b>43 567.4</b>	<b>43 702.4</b>
<b>审计费用</b>											
外部审计	774.6	786.5	(0.1)	—	786.4	—	131.1	655.3	786.4	393.2	393.2
内部审计	1 698.0	2 116.2	26.6	1.3	2 142.8	(23.2)	353.3	1 766.3	2 119.6	1 054.8	1 064.8
<b>共计</b>	<b>2 472.6</b>	<b>2 902.7</b>	<b>26.5</b>	<b>0.9</b>	<b>2 929.2</b>	<b>(23.2)</b>	<b>484.4</b>	<b>2 421.6</b>	<b>2 906.0</b>	<b>1 448.0</b>	<b>1 458.0</b>
联委会费用	228.8	965.6	—	—	965.6	40.9	—	1 006.5	1 006.5	494.3	512.2
<b>所需资源共计</b>	<b>154 477.5</b>	<b>180 055.4</b>	<b>14 444.7</b>	<b>8.0</b>	<b>194 500.1</b>	<b>730.7</b>	<b>22 881.9</b>	<b>172 348.9</b>	<b>195 230.8</b>	<b>97 556.6</b>	<b>97 674.2</b>
<b>预算外费用</b>											
<b>业务活动</b>	<b>162.3</b>	<b>164.7</b>	<b>—</b>	<b>—</b>	<b>164.7</b>	<b>(2.3)</b>	<b>—</b>	<b>162.4</b>	<b>162.4</b>	<b>81.2</b>	<b>81.2</b>

<sup>a</sup> 为列报目的反映了技术调整情况，详见本报告第 76 段。

<sup>b</sup> 须遵守联合国既定程序。

表 5  
员额资源

类别	常设员额		临时员额		预算外员额		共计	
	2016-2017 年	2018-2019 年						
<b>行政</b>								
<b>专业及以上职类</b>								
助理秘书长	1	1	—	—	—	—	1	1
D-2	1	1	—	—	—	—	1	1
D-1	5	6	—	—	—	—	5	6
P-5	10	12	—	—	—	—	10	12
P-4	21	24	—	—	—	—	21	24
P-3	30	33	—	—	—	—	30	33
P-2/1	1	1	—	—	—	—	1	1
<b>小计</b>	<b>69</b>	<b>78</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>69</b>	<b>78</b>
<b>一般事务人员</b>								
特等	10	10	—	—	—	—	10	10
其他职等 <sup>a</sup>	107	107	—	—	1	1	108	108
<b>小计</b>	<b>117</b>	<b>117</b>	<b>—</b>	<b>—</b>	<b>1</b>	<b>1</b>	<b>118</b>	<b>118</b>
<b>行政共计</b>	<b>186</b>	<b>195</b>	<b>—</b>	<b>—</b>	<b>1</b>	<b>1</b>	<b>187</b>	<b>196</b>
<b>投资</b>								
<b>专业及以上职类</b>								
助理秘书长	1	1	—	—	—	—	1	1
D-2	1	1	—	—	—	—	1	1
D-1	4	4	—	—	—	—	4	4
P-5	10	10	—	—	—	—	10	10
P-4	23	23	—	—	—	—	23	23
P-3	17	17	—	—	—	—	17	17
P-2	1	1	—	—	—	—	1	1
<b>小计</b>	<b>57</b>	<b>57</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>57</b>	<b>57</b>
<b>一般事务人员</b>								
特等	14	14	—	—	—	—	14	14
其他职等	14	14	—	—	—	—	14	14
<b>小计</b>	<b>28</b>	<b>28</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>28</b>	<b>28</b>
<b>投资共计</b>	<b>85</b>	<b>85</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>85</b>	<b>85</b>
<b>养恤基金共计</b>	<b>271</b>	<b>280</b>	<b>—</b>	<b>—</b>	<b>1</b>	<b>1</b>	<b>272</b>	<b>281</b>

<sup>a</sup> 1 个由成员组织供资的预算外员额(一般事务(其他职等))。

84. 如表 5 所示, 本预算报告编列经费用于为养恤基金秘书处增设 9 个员额(1 个 D-1、2 个 P-5、3 个 P-4、3 个 P-3)和改叙 2 个员额(P-4 到 P-3 和 P-3 到 P-4)。拟议预算还包括调动 20 个员额(19 个在养恤基金秘书处, 1 个在投资管理司), 费用不变。

85. 下表 6 汇总了请求增设的员额。

表 6  
所需员额汇总

科室	行动	员额	员额数	职类
<b>行政</b>				
<b>工作方案</b>				
业务	新员额	领受养恤金权利副科长	1	P-4
	新员额	福利干事	1	P-3
客户服务和外联	新员额	处长	1	D-1
	新员额	高级新闻干事	1	P-5
	新员额	方案干事	1	P-4
	新员额	福利干事	2	P-3
	新员额	账目科科长	1	P-5
财务	新员额	养恤金股股长	1	P-4
<b>方案支助</b>				
信息管理系统处	改叙	行政干事	1	P-3 改叙到 P-4
人力资源股 <sup>a</sup>	改叙	人力资源干事	1	P-4 改叙到 P-3

<sup>a</sup> 包括执行干事员额改叙为高级人力资源干事(P-5 至 P-5)。

## B. 行政费用

### 1. 概览

86. 养恤基金是一个日趋成熟的基金, 面临若干挑战, 包括: 在职参与人增加及其服务需求增加; 退休人员和其他受益人人数继续增长; 待处理案件数量激增且不断变动; 客户地域日益分散且客户日益要求在全球更多地区提供服务; 养恤基金客户寿命增加, 日益要求提供更多个人服务, 包括越来越多的第三方保管人不熟悉联合国程序和术语或不熟悉联合国系统的工作语文; 客户对服务期望总体提高; 各利益攸关方群体的要求提高。

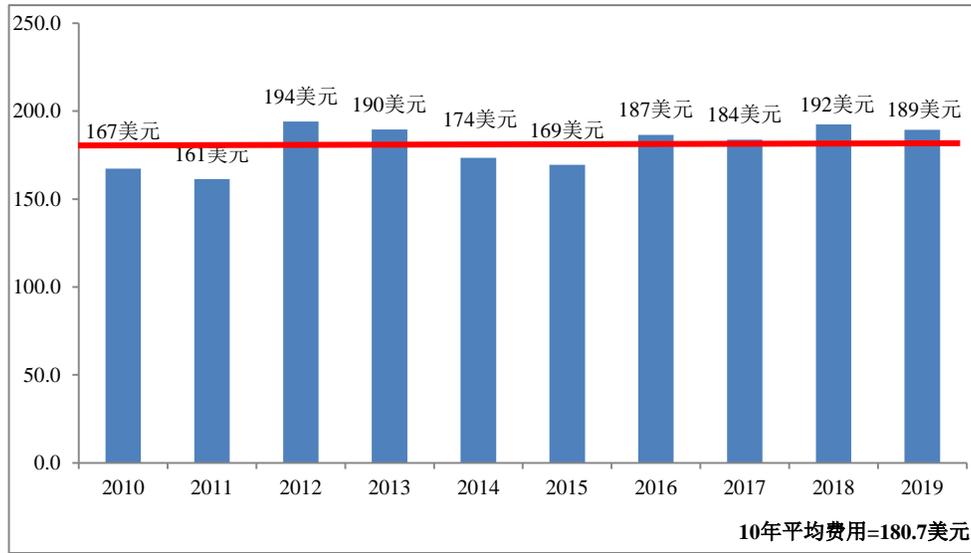
87. 养恤基金针对其面临的众多挑战、风险和压力, 提出了一个非常宏伟的目标和举措清单, 旨在加强业务活动, 大幅度扩大客户服务和沟通, 继续把养恤基金转变成更灵活、更具反应能力的组织。许多倡议在 2016-2017 两年期期间进行了小规模测试, 被认为是成功的。本拟议预算提出继续实施这些倡议并予以推广, 同时也采用一些新的项目设想, 作为管理层承诺实现这些目标的一部分。因此, 考虑到为充分执行上述试点措施和扩大服务所做投资, 应当指出, 2018-2019 年

参与人人均行政费用相较于 2016-2017 年水平估计会增加，如图四所示。不过，从中期看，随着对技术、流程改进和能力建设的投资预计开始产生增效，这一费用预计将随后会逐步下降。

图四

## 经过通货膨胀调整后的 2010-2019 年每名参与者费用

(美元)



注：包括在职参与者、退休人员和受益人。包括涉及养恤金综管系统的特别费用。不包括与投资管理相关的费用，也不包括养恤基金向联合国工作人员养恤金委员会提供的服务产生的连带费用。假定通货膨胀率等于美国消费者价格指数城市所有货物价格。年度调整后费用按两年期调整后数字的一半计算。

88. 行政费用资源总额在重计费用前为 105 018 900 美元，比 2016-2017 两年期批款净增 13 640 500 美元，增幅为 14.9%。表 8 所示净增额可概述如下：

(a) 行政领导和管理：减少 1 055 900 美元，包括因调动 2 个员额的净影响，造成员额费用减少了 39 300 美元，以及非员额费用减少了 1 016 600 美元。非员额费用减少的主要原因是减少了下列费用：订约承办事务(723 700 美元)、咨询人(200 300 美元)、一般业务费用(96 000 美元)和工作人员差旅费(2 700 美元)，这在部分上因其他工作人员费用增加(6 100 美元)而抵销。

(b) 工作方案：增加了 13 489 300 美元，包括员额所需资源增加了 4 013 200 美元，主要是由于设立了 9 个新员额(1 个 D-1、2 个 P-5、3 个 P-4、3 个 P-3)和调动员额的净影响(从先前的执行办公室调出 1 个 P-4 和 1 个一般事务(其他职等)，从首席执行官办公室调出 1 个一般事务员额(特等)，1 个一般事务员额(其他职等)调至首席执行官办公室)，以及非员额资源增加了 9 476 100 美元，原因是增加了下列费用：其他工作人员费用(4 213 500 美元)、订约承办事务(4 509 500 美元)、一般业务费用(322 500 美元)、家具和设备(184 100 美元)、咨询人和专家(137 500 美元)以及工作人员差旅费(109 000 美元)。

(c) 方案支助：增加了 1 207 100 美元，包括非员额所需经费净增 1 729 200 美元，主要是因为增加了下列费用：其他工作人员费用(581 000 美元)、订约承办事务(525 100 美元)、一般业务费用(496 400 美元)、家具和设备(82 900 美元)、咨询人和专家(40 000 美元)、用品和材料(18 400 美元)，这在部分上因工作人员差旅费减少而抵销(14 600 美元)。净增的非员额所需经费在部分上因员额费用减少 522 100 美元而抵销，主要原因是将 2 个财务和预算方面的员额调至财务处(1 个 P-4 和 1 个一般事务(其他职等))。

89. 表 7 按构成部分列示资源分配百分比估计数，表 8 按构成部分列示所需资源。

表 7

## 按构成部分列示的资源分配百分比：行政费用

构成部分	经常预算	预算外
A. 行政领导和管理	4.3	
B. 工作方案		
1. 业务	13.6	
2. 客户服务和外联	8.6	
3. 财务处	14.7	100.0
4. 风险管理和法律事务	5.3	
5. 日内瓦办事处	14.5	
<b>B 项小计</b>	<b>56.7</b>	<b>100.0</b>
C. 方案支助		
1. 信息管理系统处	37.9	
2. 人力资源	1.1	
<b>C 项小计</b>	<b>39.0</b>	
<b>共计</b>	<b>100.0</b>	<b>100.0</b>

表 8

## 按构成部分列示的所需资源：行政费用

(千美元)

构成部分	2016-2017 年 批款	资源增长		重计费用		分配数		2018-2019 年 估计数
		数额	百分比	前共计	重计费用	联合国	养恤基金	
A. 行政领导和管理	5 562.7	(1 055.9)	(19.0)	4 506.8	57.2	627.7	3 936.3	4 564.0
B. 工作方案								
1. 业务	14 586.3	(305.1)	(2.1)	14 281.2	(375.6)	3 623.6	10 282.0	13 905.6
2. 客户服务和外联	—	9 026.0	—	9 026.0	(704.0)	1 443.7	6 878.3	8 322.0
3. 财务处	14 588.2	890.5	6.1	15 478.7	(292.6)	3 184.7	12 001.4	15 186.1
4. 风险管理和法律事务	3 732.9	1 791.5	48.0	5 524.4	350.4	1 178.3	4 696.5	5 874.8

构成部分	2016-2017 年 批款	资源增长		重计费用		分配数		2018-2019 年 估计数
		数额	百分比	前共计	重计费用	联合国	养恤基金	
5. 日内瓦办事处	13 169.2	2 086.4	15.8	15 255.6	(788.0)	3 632.2	10 835.4	14 467.6
<b>B 项小计</b>	<b>46 076.6</b>	<b>13 489.3</b>	<b>29.3</b>	<b>59 565.9</b>	<b>(1 809.8)</b>	<b>13 062.5</b>	<b>44 693.6</b>	<b>57 756.1</b>
C. 方案支助								
1. 信息管理系统处	24 906.4	14 872.5 <sup>a</sup>	59.7	39 778.9	793.4	8 459.3	32 113.0	40 572.3
2. 人力资源	14 832.7	(13 665.4)	(92.1)	1 167.3	(11.2)	248.0	908.1	1 156.1
<b>C 项小计</b>	<b>39 739.1</b>	<b>1 207.1</b>	<b>3.0</b>	<b>40 946.2</b>	<b>782.2</b>	<b>8 707.3</b>	<b>33 021.1</b>	<b>41 728.4</b>
<b>共计</b>	<b>91 378.4</b>	<b>13 640.5</b>	<b>14.9</b>	<b>105 018.9</b>	<b>(970.4)</b>	<b>22 397.5</b>	<b>81 651.0</b>	<b>104 048.5</b>

<sup>a</sup> 反映了从先前的执行办公室调入资源以及房地租金和维修费增加情况(13 630 800 美元), 约占增长总额的 92%。

## 2. 行政领导和管理

所需资源(重计费用前): 4 506 800 美元

90. 首席执行官干事根据养恤金联委会的授权负责管理养恤基金, 为成员组织以及身处世界各地的 203 000 多名参与者、退休人员和受益人提供相关服务。

91. 在提供这类服务的过程中, 首席执行官干事必须确保制定一个框架, 以确保通过通盘设定政策、领导、监督和管理养恤基金, 充分执行养恤基金工作方案。此外, 首席执行官干事办公室将继续组织养恤金联委会、审计工作委员会的会议、投资委员会与精算师委员会联席会议并提供服务, 以及根据需要为精算师委员会、资产与负债监测委员会、其他工作组和联委会各小组委员会提供支持。

92. 首席执行官干事必须确保养恤基金有能力在不断变化的养恤基金运作环境中持续、准确地为其 203 000 多名客户提供服务。这就需要更好地利用技术、流程标准化和应用集成, 实施养恤金综管系统为此奠定了良好基础。与此同时, 必须加强变革管理, 因为该组织的业务范式正从“个案驱动”改为“进程驱动”。基金采取了变革管理领域的最佳做法, 并采纳了关于组织过渡管理的建议。

93. 此外, 首席执行官干事办公室将继续领导人力资源管理、风险管理、业务连续性/灾后恢复、信息技术和资产/负债管理等若干全养恤基金范围的重要治理机制。鉴于养恤基金的两支治理结构, 这些机制日益重要。除非养恤基金秘书处和投资管理司之间持续开展有重点的协调、协商且分享信息, 否则会出现更多风险, 如果不加以解决, 会造成次优结果, 从而对养恤基金的财务状况造成不利影响。

### 业务现代化

94. 近年来, 养恤基金在很大程度上对其业务和管理进行了简化和现代化, 实施了养恤金综合管理系统, 制定了完善的内部控制框架, 并将风险管理纳入包括运作和支持职能的所有活动。

95. 养恤金综管系统的实施将通过改革养恤基金和改变养恤基金运作的方式，带来进一步的变化和效率，而不仅仅是信息技术方面的改进。业务范式正从“个案驱动”改为“进程驱动”，而服务客户成为所有级别的优先事项，包括为此充分发挥现代技术的潜力。最终目标是向不断增长的全球客户提供高质量和经济的服务。

96. 为确保不断改进养恤基金的业务管理，最有效且协调一致地利用新系统，拟议加强养恤基金分析和提出进一步改进流程的能力，为此继续进行流程再造、精简业务流程、追求效率并为养恤基金制定协调一致的政策和程序指南。这还将有助于协调指导养恤基金不同部门(信息技术、财务、养恤金权利、客户服务和外联以及风险管理和法律事务)的倡议，就精简机会、与成员组织衔接问题和在职参与人月度缴款对账事宜加强联络不同报告实体的养恤金协调人，同时铭记《养恤基金条例和细则》。首席执行官办公室也在寻求改善对端到端看板的监测，看板将列示不同养恤金处理阶段所用时间。

加强战略规划和协调行动，作为管理工作现代化的下一个步骤

97. 养恤基金认识到不断变革是常态而非例外，因而反应更迅速、更灵活、更具有适应性和更具创新性。在这方面，养恤基金需要加强自己的战略规划和协调职能。这个侧重点将是接下来养恤基金重组管理、使管理工作现代化的重要部分。战略规划是一个动态的工具，使养恤基金能够确保重要决定和管理层对短期和长期挑战的回应符合养恤基金的任务、价值观和战略。加强和重新侧重于规划和协调，将确保所有部门主管的期望和目标与管理当局的期望和目标一致，定期报告业务绩效，对照具体和适当的指标衡量业绩，从而推动建立有成效、注重成果的文化。

98. 既然养恤基金将实施端到端审查提出的精简举措，并借助新的信息技术平台做出其他可能的改进，协调管理所有政策和进程变动就更为重要了。预计这一协调职能将由高级方案干事承担。

99. 首席执行官办公室的能力得到增强，将增进规划、协调和监测，并改善基准衡量和报告。更多利用业务情报工具进行评估、监测、计量和报告业绩，将促使养恤基金管理层及其理事机构进行更有效的管理和作出知情决策，并建立实实在在的、可衡量的强大问责文化。

100. 除了进一步精简，此种协调一致的现代化管理做法在当今迅速变化的业务环境中至关重要。只有奠定足够稳固的基础且有适当管理框架的组织方能灵活且保持灵活性，以便反应更灵敏、适应性更强且更有创新性。

表 9  
两年期目标、预期成绩和绩效指标

本组织目标：确保遵照《养恤基金条例和细则》以及养恤金联委会和大会作出的决定和颁布的准则，以有效率的方式管理养恤基金并全面执行养恤基金的任务

预期成绩	绩效指标
1. 养恤基金工作方案得到有效管理	<p>1.1. 联委会和大会决定和决议 100%在最后一时限内得到执行</p> <p>业绩计量</p> <p>2014-2015 年：100%</p> <p>2016-2017 年估计：100%</p> <p>2018-2019 年目标：100%</p> <p>1.2. 完全遵守《养恤基金条例》、《细则》、政策和程序</p> <p>业绩计量</p> <p>2014-2015 年：100%</p> <p>2016-2017 年估计：100%</p> <p>2018-2019 年目标：100%</p>
2. 养恤金联委会、各委员会和工作组得到有效实质性、技术性和程序性支助	<p>2.1. 在下一次会议前审查和落实反馈意见</p> <p>业绩计量</p> <p>2014-2015 年：100%</p> <p>2016-2017 年估计：100%</p> <p>2018-2019 年目标：100%</p>
3. 养恤基金全范围治理机制得到有效管理	<p>3.1. 举行季度会议并在最后一时限内执行所有决定</p> <p>业绩计量</p> <p>2014-2015 年：100%</p> <p>2016-2017 年估计：100%</p> <p>2018-2019 年目标：100%</p>
4. 与养恤基金各治理和咨询机构和各组成群体的沟通得到改进	<p>4.1. 定期与各治理和咨询机构分享关于养恤基金关键活动、业务统计、精算情况和投资业绩的信息</p> <p>业绩计量</p> <p>2014-2015 年：100%</p> <p>2016-2017 年估计：100%</p> <p>2018-2019 年目标：100%</p> <p>4.2. 网站访问次数增加</p> <p>业绩计量</p> <p>2014-2015 年：使用量增加 26%</p> <p>2016-2017 年估计：使用量增加 45%</p>

2018-2019 年目标：使用量增加 20%

4.3. 为基金成员举行简报、培训班和研讨会的次数  
增加

业绩计量

2014-2015 年：60 次

2016-2017 年估计：85 次

2018-2019 年目标：90 次

## 外部因素

101. 行政领导和管理预计能实现目标和预期成绩，前提是：(a) 为其提供充足的人力资源和资金；(b) 往来业务量不大幅度超过预期；(c) 养恤基金业务环境不发生重大变化(例如政治冲突或自然灾害)；(d) 养恤金联委会或大会不给养恤基金增派新任务。

## 产出

102. 在本两年期内将交付下列产出：

(a) 为政府间机构和专家机构提供服务：2 次养恤金联委会届会和 3 次精算师委员会会议；1 次精算师委员会和投资委员会联席会议；6 次审计工作委员会会议；4 次资产与负债监测委员会会议；

(b) 开展研究和草拟文件：大约 100 份提交养恤金联委会、精算师委员会和工作组的文件和技术说明；除为审计工作委员会届会提供技术性和行政服务以外，还向该委员会提交 15 份说明；

(c) 编写养恤金联委会年度报告，并通过行政和预算问题咨询委员会和第五委员会提交大会；

(d) 协调和编写养恤基金年度报告和首席执行官给所有参与者、退休人员 and 受益人的年度函，并向主要利益攸关方分发；

(e) 定期报告基金的业务绩效(每周和(或)每月向高级管理层报告，每年向养恤金联委会报告)；

(f) 养恤基金战略规划：组织战略规划研讨会和编制战略框架；

(g) 执行端到端审查中确定的中期精简举措；

(h) 其他实务活动：

(一) 有效监督和管理业务连续性和灾后恢复、全企业风险管理、信息技术和资产负债管理等领域的内部治理机制；

(二) 考虑到“团结”项目即将带来的变化，审查和进一步制定新的养恤基金特有的行政管理模式，并审查政策、程序、标准和工具，以确保高效提供行政服务；

(三) 加强知识管理系统, 加强关于知识生成的报告和工作人员培训, 以提高该系统利用率和利用效率;

(四) 利用养恤基金信息技术系统和业务情报工具, 通过智能手段有重点地报告和分析业绩。

表 10  
所需资源

类别	资源(千美元)		员额	
	2016-2017 年	2018-2019 年 (重计费用前)	2016-2017 年	2018-2019 年
员额	1 938.3	1 899.0	5	5
非员额	3 624.4	2 607.8		
<b>共计</b>	<b>5 562.7</b>	<b>4 506.8</b>	<b>5</b>	<b>5</b>

103. 编列经费 4 506 800 美元, 将用于 5 个常设员额, 包括续设 4 个现有员额(1 个助理秘书长、1 个 D-2、1 个 P-4 和 1 个 P-3)、将 1 个员额(一般事务(特等))调至业务处并从业务处调入 1 个员额(一般事务(其他职等)); 还将支付非员额资源 2 607 800 美元。员额资源减少了 39 300 美元, 反映了这两个调动的净影响。非员额资源减少了 1 016 600 美元, 原因是减少了下列费用: 订约承办事务(723 700 美元)、咨询人(200 300 美元)、一般业务费用(96 000 美元)和工作人员差旅费(2 700 美元), 这在部分上因其他工作人员费用增加(6 100 美元)而抵销。订约承办事务费用减少, 总的来说是由于, 2016-2017 两年期编入首席执行官办公室预算的精算服务现在列入了风险管理和法律事务处。由于这些技术服务是通过养恤基金的顾问精算师提供的, 将其列入该处项下更恰当。

### 3. 工作方案

所需资源(重计费用前): 59 565 900 美元

104. 工作方案包括纽约和日内瓦两地办事处的业务处、客户服务和外联处及财务处以及风险管理和法律事务处的工作。

#### (a) 业务处

所需资源(重计费用前): 14 281 200 美元

105. 纽约和日内瓦两地办事处的业务处、客户服务和外联处以及财务处负责养恤基金的核心职能, 包括但不限于: 确定参加养恤基金的资格和新参与人的隶属关系, 同时负责记录保存个人和财务历史数据; 征收并记录存入养恤基金(128 000 多在职参与人)的缴款; 计算并支付所有养恤金; 支付随后的养恤金福利(每月定期付款超过 74 000 笔, 每年总额近 25 亿美元); 负责所有相关的会计活动和编制财务报表。本方案还负责养恤基金所有 203 000 多名在职参与人、退休人员和其他受益人的客户服务职能。业务处的重点是福利计算的完整性, 因为一旦计算成立, 在退休人员和任何符合条件的遗属有生之年都将有效。财务处侧重于支付的

完整性，包括正在进行的后续调整，以反映汇率相对关系的变化和消费者物价指数的变动。客户服务处处理这些进程产生的问题，并根据要求，更直接地与养恤基金 203 000 多名客户直接打交道。

106. 为了继续加强信息披露和提高透明度，在以下资源表和就本预算文件提供的补充资料中，分开列述纽约和日内瓦办事处的拟议资源和说明。然而，应该强调的是，由于这两个办事处的工作案件一样，在此将其列为整个养恤基金总数。纽约客户服务和外联处另行列示，因为继 2016 年全基金审查提出结论和建议后，养恤基金提出，纽约办事处的客户服务处与纽约业务处分开。这将有助于提供更有重点的专门客户服务，使客户服务处更好地服务于越来越多、地域更分散的老龄化人口。

107. 业务处包括纽约和日内瓦两地办事处的养恤金权利科。关于工作案件统计数字，下文介绍的有关业务处的预期成绩和绩效指标为全基金的数字，符合 2016 年提交联委会的 2018-2019 年养恤基金战略框架。业务处处长负责管理和领导纽约业务处，间接监督日内瓦办事处的各个技术方面。然而，日内瓦办事处的工作人员向日内瓦办事处主任报告。按照养恤基金战略框架确定的目标，业务处必须确保遵守《养恤基金条例和细则》及养恤金调整制度，同时严格遵守养恤基金的质量管理、内部控制和沟通政策。养恤基金(纽约和日内瓦办事处)预计在 2018-2019 两年期处理大约 50 600 人次的新参与人、转出转进、离职偿金、退休、提前退休、残疾、协议转让案件和死亡相关福利。除其他外，养恤基金在最初退休金设定后还将办理估计 4 500 人次的其他额外福利；这是要处理的最复杂、最费时的福利类别。

108. 此外，两个办事处的养恤金权利科已经并将继续在不断加强和完善整个养恤金综管系统实施项目的过程中，大量参与实施、测试、培训和签核所有相关业务的工作。养恤金权利科必须大量参与这些持续工作，进一步发展和完善预计将在整个 2018-2019 两年期运行的养恤金综管系统。这将要求密集和系统的培训和工作人员发展，鉴于需要理解和适用养恤基金复杂的福利和养恤金调整规定，这种培训和发展只能在内部进行。还需要充足的资源，应对重大的变革管理、知识转让和质量控制问题。应该牢记，所有这些活动都是在养恤基金持续逐年增长的同时进行的。

表 11

#### 两年期目标、预期成绩和绩效指标

**本组织目标：**确保根据《养恤基金条例》、《细则》和养恤金调整制度，为所有符合条件的参与人、退休人员和其他受益人提供服务，同时充分遵守养恤基金《管理章程》所规定的沟通、质量管理和内部控制政策

##### 预期成绩

##### 绩效指标

1. 有效办理养恤基金的应领养恤金手续

1.1. 离职偿金、退休金及其他养恤金在 15 个工作日内处理完毕的百分比

## 业绩计量

2014-2015 年: 63% 的案件在 15 个工作日内完成

2016-2017 年估计: 40% 的案件在 15 个工作日内完成

2018-2019 年目标: 65% 的案件在 15 个工作日内完成

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**外部因素**

109. 业务处预计能实现其目标, 前提是: (a) 为其提供充足的人力资源和资金; (b) 业务量不大幅度超过预期; (c) 养恤基金业务环境不发生重大变化(例如政治冲突或自然灾害); (d) 养恤金联委会或大会不给养恤基金增派新任务。还必须承认, 在 2018-2019 两年期期间, 所有工作人员, 特别是技术和实务领域工作人员, 必须承担更多工作量, 以进一步发展并持续完善养恤金综管系统, 该系统是养恤基金历史上最宏大和最复杂的业务和信息技术举措。养恤基金所服务的人口也继续快速增长, 在地域上更加分散。与此同时, 退休人员和其他受益人寿命不断提高, 都会产生劳动更密集的工作量。因此必须承认, 养恤基金的演变正处于其无法控制的关键时刻。

**产出**

110. 在 2018-2019 两年期内, 预计纽约和日内瓦两地办事处将交付下列产出:

- (a) 办理估计 24 600 人次的离职偿金、退休、提前退休、残疾、协议转让案件和死亡相关福利;
- (b) 办理估计 4 500 人次最初退休金后的其他福利(即要处理的最复杂、最费时的福利, 因为此类福利涉及双轨制案件、离职后死亡、有时涉及居住在不同地点的多个配偶的遗属养恤金、剩余偿金、应付给未亡已离婚配偶的福利, 等等);
- (c) 办理停发约 4 700 人次先前定期发放的福利;
- (d) 确定养恤基金约 26 000 名新参与人的加入资格、隶属关系和转让;
- (e) 在持续开发养恤金综管系统期间, 继续开展数据清理和质量管理、记录程序以及强化、完善、进一步测试和签核等工作;
- (f) 根据新的养恤金综管系统平台进一步发展和加强业绩报告;
- (g) 纽约客户服务和外联处与纽约业务处正式分开;
- (h) 确定约 3 000 人次购买养恤基金缴款服务资格并处理这些案件(追补缴款、缴回退款、转入);
- (i) 发送、跟踪和记录头两次邮寄的约 140 000 份应享权利证书。

表 12  
所需资源

类别	资源(千美元)		员额	
	2016-2017 年	2018-2019 年 (重计费用前)	2016-2017 年	2018-2019 年
员额	12 380.3	10 393.9	63	51
非员额	2 206.0	3 887.3		
<b>共计</b>	<b>14 586.3</b>	<b>14 281.2</b>	<b>63</b>	<b>51</b>

111. 编列经费 14 281 200 美元，将用于：51 个常设员额，包括续设 48 个员额(1 个 D-1、1 个 P-5、2 个 P-4、4 个 P-3、4 个一般事务(特等)和 36 个一般事务(其他职等))；增设 2 个新员额(1 个 P-4 和 1 个 P-3)；向客户服务和外联处调出 14 个员额(1 个 P-5、1 个 P-4、1 个 P-3、1 个一般事务(特等)和 10 个一般事务(其他职等))；将 1 个员额调至首席执行官办公室(一般事务(其他职等))，并从首席执行官办公室调入 1 个员额(一般事务(特等))；还将用于非员额资源 3 887 300 美元。员额资源减少了 1 986 400 美元，原因是向客户服务和外联处调出了几个员额，这在部分上因新员额所需资源增加而抵销，员额资源减少还由于 2017 年核准的 3 个新员额的滞后影响。非员额资源增加了 1 681 300 美元，原因是增加了其他工作人员费用(579 800 美元)和订约承办事务(1 200 000 美元)，部分因工作人员差旅费减少而抵销(98 500 美元)。

(b) 客户服务和外联处

所需资源(重计费用前)：9 026 000 美元

112. 根据养恤基金加强以服务为中心性质的承诺，按照 2016 年开展全基金审查后提出的建议，养恤基金打算自 2018-2019 两年期起，将纽约办事处的客户服务处与纽约业务处分开。先前的客户服务科将改称客户服务和外联处，提供更有针对性的服务，可以在世界不同地区更好地应对不断增长、地域更加分散的老龄化客户的需求，包括往往非常独特的需求。此外，养恤基金打算集中管理客户服务活动，更好地确保在纽约和日内瓦办事处提供协调一致的服务。鉴于协调一致地为世界各地依赖此种服务的所有客户服务的重要性得到了公认且日益增强，养恤基金需要一个高级管理人员员额，任职者将领导新改组和有所加强的服务部门。只有核准高级管理人员新员额来领导纽约客户服务和外联处，才能处理好这些额外责任及其他复杂情况，如应对工作量持续增加、203 000 多名客户的地域日益分散、养恤基金所服务的退休人员和其他受益人老龄化以及需要改善纽约和日内瓦办事处之间的报告关系。设立这样一个员额变得至关重要，因为加强客户服务结构不仅是为了应对迄今的增长情况，而且更重要的是拥有必要的客户服务能力，以应对今后持续不断的增长和客户日益分散的情况，这种情况肯定会持续到未来很长时间。要对这些要素进行适当规划，因为越来越多在职参与人将继续进入退休状态，而且，现有退休人员和其他受益人的寿命会继续延长。

113. 客户服务和外联处将包括客户服务部门，分为 1 级和 2 级单位。还拟议纳入两个区域客户服务中心(东部非洲和亚洲)。下文介绍有关客户服务和外联处的预期成绩和绩效指标为全养恤基金的数字(包括纽约和日内瓦办事处)，符合 2016 年提交联委会的 2018-2019 年养恤基金战略框架。客户服务和外联处处长将负责管理和领导养恤基金在纽约开展的客户服务和外联处活动。客户服务和外联处还将负责拟议区域中心，并根据养恤基金战略框架所设目标监督养恤基金的沟通工作。客户服务和外联处还确保遵守《养恤基金条例和细则》及养恤金调整制度的各项规定，同时严格遵守具体的质量管理、内部控制和沟通政策。增加职责后，有所加强的纽约客户服务和外联办公室也将确保与日内瓦办事处协调所有政策、程序以及对《养恤基金条例》(和养恤金调整制度各项规定)的相关解释，从而在整个养恤基金保持一致。

114. 在 2018-2019 两年期内，除了预计通过养恤基金网站提供 500 000 多项养恤金估算外，纽约和日内瓦办事处以及区域客户服务中心的客户服务工作人员预计还将提供约 8 500 项个人养恤金估算，这些估算往往要进行当面咨询。养恤基金退休人员和其他受益人人数不断增加、地域日益分散且日益老龄化，因此需要更加仔细，更加注意他们的独特需要，只有最先进的客户服务办公室才能提供这种服务。这需要一个有所加强和扩大的总体结构，要配备充足的工作人员且包括区域中心。为了满足对客户服务日益增长的需求，应对问询增加、离职激增和更多复杂情况，养恤基金需要适应客户实际情况和业务环境的组织流程和结构。因此，养恤基金将继续加强客户服务能力，包括整个工作流程及客户关系管理职能。截至 2016 年 12 月 31 日，养恤基金向 203 050 名在职参与人、退休人员和其他受益人提供了服务，仅与两年前相比，得到服务的个人总体上就增加了 7 900 多人(自 2010 年 1 月 1 日与养恤金综管系统相关的工作开始后，增加了 23 000 多人)。

115. 此外，客户服务和外联处将继续在整个养恤金综管系统发展过程中，大量参与更多实施、测试、培训和签核所有相关业务流程的工作。客户服务和外联处要大量参与加强和持续完善养恤金综管系统的工作，这些工作预计将持续到 2018-2019 两年期終了时。这将要求系统的培训和工作人员发展，鉴于需要理解和实施养恤基金复杂的《条例和细则》以及复杂的福利和养恤金调整规定，这种培训和发展只能在内部进行。

### 区域客户服务中心

116. 养恤基金大部分客户居住在全世界各地，不紧邻养恤基金纽约和日内瓦办事处。养恤基金越来越多的老龄化客户分散在全世界各地 190 多个国家，《养恤基金条例和细则》以及养恤金调整制度非常复杂，不仅是养恤基金参与人、退休人员和其他受益人需要持续支助，就是本组织养恤金协调人也需要持续支助，这些情况要求养恤基金加强在所服务区域的存在。为了与所有成员接触并为成员提供全面的客户服务，养恤基金提议设立两个小型区域客户服务中心(东部非洲和亚洲各一个)。虽然纽约和日内瓦的外联活动将继续涵盖部分区域培训需求，但更长期的经常性区域存在将使养恤基金能够大大增加其区域外联工作，并使养恤基金与其非洲和亚洲成员能够进行更有效的联络。养恤基金区域代表将发挥重要作用，

促使养恤基金在客户工作和居住的区域更好地满足客户需要，并通过包括面对面接触、个人咨询、电邮支助和电话服务在内的各种手段向成员提供指导。

## 两级服务

117. 客户服务和外联处将继续发展两级客户服务结构。这是必要的，因为养恤基金服务的在职参与人、退休人员和受益人日增，有关业务量不断增加，再加上养恤基金客户有更多机会采用多种通信方式(电邮、电话、信函、传真、无预约上门以及不断发展的社交媒体)。所有这些事态发展使得养恤基金收到的问询数目剧增，需要专家及时审查、分析这些问询并作出适当和准确应对。在这方面，应当强调的是，纽约和日内瓦客户服务处在 2018-2019 两年期期间要有能力应对约 55 000 次普通问询(邮件、电邮等)和约 35 000 次电话问询。虽然信息技术系统和工具是必要的变革媒介和服务媒介，但没有任何东西可以取代人与客户打交道。养恤基金的许多客户，尤其是那些步入老年的客户，显然倾向于这一选择。鉴于这往往涉及重要的财务因素，养恤基金力求在所提供的服务中注重与客户关系的人性和人际性质。考虑到这一点，必须要有训练有素的客户服务助理团队答复询问，帮助客户了解复杂的《养恤基金条例》，协助客户作出与参与养恤基金和福利相关的决策，针对成员自助服务问题提供技术支助，帮助那些无法获取养恤基金网上服务者或因各种原因不再能够利用养恤基金网上服务者。为了提供这种水平的服务，养恤基金已着手根据询问内容和复杂程度对询问进行分类。客户服务 1 级答复养恤基金收到的所有电话询问，并答复更为一般性的、因此可由较初级工作人员回答的所有询问；客户服务 2 级则接待所有无预约上门的客户，解答更复杂的所有询问，这种询问需要深入分析和专家知识，还需要适用和阐释《养恤基金条例和细则》的经验，以确保提供及时和准确的咨询意见。客户服务 2 级还要提供关于养恤金流程的更多专家知识(即估计数、与双轨制有关的情况等等)。这种两级结构有助于更系统地组织和安排客户服务工作量，从而更快时间做出应对并更好地服务客户。

## 现代通信工具

118. 除了配置适当工作人员提供面对面服务外，养恤基金也在探讨可否利用现代通信工具以充分应对不断增加和进一步分散的客户。现代通信工具是改善客户服务的关键要素。新的客户服务和外联小组将努力实施客户关系管理制度，进一步改善对客户询问的管理。这将包括更好地跟踪响应时间，将电邮、电话和无预约上门询问注册纳入新的养恤金综管系统平台，并改进对基准和业绩报告的监测。客户服务和外联处还将继续改进新网站，为网站编制更相关、更有用的内容，让养恤基金客户更容易、更快捷地利用自助工具，这种工具是直接客户服务支助的第一步。开发并于 2017 年 5 月开通养恤基金新网站是一项复杂、艰巨的任务。新的养恤金综管系统平台进一步发展和充分整合后，定会向养恤基金提供必要手段，在今后很长一段时间管理日增且日益分散的客户。这一关键工具对养恤基金的长期利益和需求非常重要，因此，有理由在 2018-2019 两年期间多投入一些时间和资源。养恤基金的在线服务已经提供了信息、指南和对一般性询问的答复，可接入有越来越多自助功能的个性化成员自助门户。为了支持沟通工作，客户服

务和外联处将继续制定和发展更现代、更方便用户和更有效的培训材料，包括互动式网页内容、白板短视频、使用说明和自助工具。

表 13

### 两年期目标、预期成绩和绩效指标

**本组织目标：**确保根据《养恤基金条例》、《细则》和养恤金调整制度，为所有符合条件的参与者、退休人员和其他受益人提供服务，同时充分遵守养恤基金《管理章程》所规定的沟通、质量管理和内部控制政策。

预期成绩	绩效指标
1. 以更高质量为养恤基金客户提供以客户为本的服务	<p>1.1. 在 15 个工作日内答复的邮件和电邮百分比</p> <p>业绩计量</p> <p>2014-2015 年：72% 的查询在 15 个工作日内得到答复(养恤金综管系统实施之前的数据)</p> <p>2016-2017 年估计：60% 的询问在 15 个工作日内得到答复</p> <p>2018-2019 年目标：75% 的询问在 15 个工作日内得到答复</p>
2. 客户满意度	<p>2.1. 在调查中获得积极反馈</p> <p>业绩计量</p> <p>2014-2015 年：不详</p> <p>2016-2017 年估计：不详</p> <p>2018-2019 年目标：70% 的接受调查者做出积极反馈</p>

注：2015-2016 年对客户服务中心而言具有挑战性。新的养恤金综管系统于 2015 年 8 月 3 日启用，实施任何重大企业资源规划系统通常都会出现一些过渡问题。在实施前阶段要测试和转换数据，造成临时积压了大量案件，导致未及时进行校验、编制索引和创建工作流程。与此同时，联合国推出了“团结”系统，因而中断了将所需离职文件传给养恤基金的工作。这两个因素，加上因维持和平特派团缩编和(或)关闭造成离职数量激增，导致临时积压了大量待处理文件和询问。因此，未达到相关的业绩计量指标。针对延误问题，采取了临时措施，包括由外聘咨询人进行审查并提出了结论性建议，在审查中确认，“养恤基金客户服务领域显然人手不足”。

### 外部因素

119. 客户服务和外联处预计能实现目标，前提是：(a) 为其提供充足的人力资源和资金；(b) 业务量不大幅度超过预期；(c) 养恤基金业务环境不发生重大变化(例如政治冲突或自然灾害)；(d) 养恤金联委会或大会不给养恤基金增派新任务。此外必须承认，在 2018-2019 两年期期间，所有工作人员，特别是技术和实务领域工作人员，必须承担更多工作量，以进一步发展和持续完善养恤金综管系统，该系统是养恤基金历史上最宏大和最复杂的业务和信息技术举措。养恤基金所服务的人口也继续快速增长，且在地域上更加分散。与此同时，退休人员和其他受益人寿命不断延长，会产生劳动更密集的工作量。因此必须承认，养恤基金的演变正处于其无法控制的关键时刻。

## 产出

120. 在 2018-2019 两年期内，预计纽约和日内瓦两地办事处客户服务处将交付下列产出：

- (a) 应客户请求，生成并核实大约 8 500 项估算；
- (b) 生成并核实估计 1 500 个双轨估算请求；
- (c) 审查估计 1 400 个双轨请求，确定资格且提供个人咨询；
- (d) 审查大约 15 000 个地址更改请求并予以落实；
- (e) 答复约 55 000 次通过邮件、电邮、传真或其他种类书面沟通提出的询问；
- (f) 答复约 35 000 次电话询问；
- (g) 为大约 15 000 名无预约上门客户提供面对面服务；
- (h) 在养恤基金进一步发展养恤金综管系统平台期间，继续开展数据清理和质量管理、记录程序以及新流程的完善和再测试及签核等工作；
- (i) 考虑到新的养恤金综管系统平台，有效记录、监测和加强客户接口控制；
- (j) 审查、评估和最终实施将与新养恤金综管系统整合的新客户关系管理系统；
- (k) 与成员组织的工作人员养恤金委员会秘书处和其他人力资源工作人员协调，审查和编写供讲习班和研讨会使用的强化培训材料，提供给(纽约和日内瓦办事处的)养恤基金工作人员，并审查和编写研讨会材料，提供给参与人、退休人员和其他受益人；
- (l) 加强控制并重新设计应享权利证书表格，并进一步努力，简化整个应享权利证书程序；
- (m) 审查和评估与新养恤金综管系统整合的新自动化签名核实工具，进一步持续考虑是否可以增加和(或)增强系统；
- (n) 强化并持续发展业绩数据以满足内部要求并供各监督机构参考；
- (o) 持续增强外联能力，包括设立两个区域客户服务中心，进一步发展养恤基金的新网站，包括更充分融入新的养恤金综管系统平台和继续发展自助功能；
- (p) 纽约办事处的客户服务和外联处与纽约业务处正式分开。

表 14  
所需资源

类别	资源(千美元)		员额	
	2016-2017 年	2018-2019 年(重计费用前)	2016-2017 年	2018-2019 年
员额	—	4 701.1	—	19
非员额	—	4 324.9		
<b>共计</b>	—	<b>9 026.0</b>	—	<b>19</b>

121. 编列经费 9 026 000 美元，将用于 19 个常设员额(1 个 D-1、2 个 P-5、2 个 P-4、3 个 P-3、1 个一般事务(特等)和 10 个一般事务(其他职等))，其中，5 个是新员额(1 个 D-1、1 个 P-5、1 个 P-4 和 2 个 P-3)，14 个是从业务处调入的员额(1 个 P-5、1 个 P-4、1 个 P-3、1 个一般事务(特等)和 10 个一般事务(其他职等))；还将用于非员额资源 4 324 900 美元。非员额资源包括其他工作人员费用(941 000 美元)、咨询人(137 500 美元)、工作人员差旅费(144 300 美元)、订约承办事务(2 850 000 美元)、一般业务费用(68 000 美元)以及家具和设备(184 100 美元)。

(c) 财务处

所需资源(重计费用前)：15 478 700 美元

122. 财务处通过其付款、账户和出纳单位并通过一位业务分析员的工作提供全面服务。财务处负责养恤基金的所有会计、缴款和付款业务。本报告包括在财务处下设立一个新的预算股的提议。预算股的人员配置安排是，从前执行办公室调入 2 个员额，而前执行办公室目前正在改组为 人力资源股。养恤基金还提出将财务科正式改称财务处。付款股和账目股此后改成科。

123. 养恤基金每个两年期的财务交易总额现在超过 90 亿美元(包括征收缴款和养恤金给付)。养恤基金每月办理 15 种货币的 74 000 多笔定期给付的养恤金，并向居住在 190 多个国家的退休人员和其他受益人付款。养恤基金每个季度计算选择双轨制(比较制)受益人的养恤金付款调整数。养恤基金根据养恤金调整制度的规定，按照生活费用上涨情况调整养恤金付款。每年，养恤基金还确保准确记录 128 000 多名在职参与人的缴款，并监测 23 个成员组织的每月汇款情况。财务处还负责编制包括投资管理司报告的所有投资活动在内的及时、准确的全养恤基金财务报表，并负责就养恤基金的财务问题与内部和外聘审计人进行联络和协调。自 2012 年以来，养恤基金实施了国际公共部门会计准则(公共部门会计准则)；2015 年，养恤基金还引入了现金流量表，这是符合公共部门会计准则的财务报表的一部分，从而大大增加了财务报告程序的透明度和披露情况。

表 15

两年期目标、预期成绩和绩效指标

**本组织目标：**确保及时、准确、可靠地支付养恤金并对养恤基金的所有财务、会计和支付业务全面负责

预期成绩

绩效指标

1. 有效管理养恤金支付

1.1. 及时、准确、可靠地支付养恤基金定期给付的养恤金

业绩计量

2014-2015 年：47 亿美元

2016-2017 年估计：50 亿美元

2018-2019 年目标：53 亿美元

- 1.2. 及时、准确、可靠地支付养恤基金非定期给付的养恤金
- 业绩计量
- 2014-2015 年: 100%
- 2016-2017 年估计: 100%
- 2018-2019 年目标: 100%
2. 加强缴款记录的准确性和一致性
- 2.1. 已解决的参与人对账异常情况数目增加
- 业绩计量
- 2014-2015 年: 无
- 2016-2017 年估计: 2017 年部署一个成员组织的每月财务接口; 将更频繁地报告参与人对账异常情况, 从而更多解决异常情况
- 2018-2019 年目标: 部署大多数成员组织的每月财务报告接口; 将更频繁地报告参与人对账异常情况, 从而更多解决异常情况
- 2.2. 收到年终附表后六个星期内核实所有参与人记录
- 业绩计量
- (收到年终附表后六个星期内核实所有参与人记录)
- 2014-2015 年: 100%
- 2016-2017 年估计: 100%
- 2018-2019 年目标: 100%
- 2.3. 对一个试点组织的缴款附表进行每月对账
- 业绩计量
- 2014-2015 年: ;
- 2016-2017 年估计:
- 2016 年: 不适用
- 2017 年: 计划于 2017 年开展试点
- 2018-2019 年目标: 将试点推广到另外 2-3 个成员组织
3. 提高财务报告透明度, 改进信息, 以促进内部控制和治理
- 3.1. 及时提供财务报表(次年 4 月底之前发布报表草稿)
- 业绩计量
- 2014-2015 年:
- 2014 年: 在 2016 年 4 月 30 日之前向审计委员会提供了按照公共部门会计准则编制的财务报表
- 2015 年: 于 2016 年 6 月第一周而非 4 月底向审计委员会提供了按照公共部门会计准则编制的财务报表, 主要原因是某个成员组织迟迟

	不报告缴款情况。
	2016-2017 年估计：及时编制
	2018-2019 年目标：及时编制
3.2. 审计委员会对根据养恤基金通过的财务报告标准编制的财务报表的无保留审计意见	业绩计量
	2014-2015 年：无保留审计意见
	2016-2017 年估计：无保留审计意见
	2018-2019 年目标：无保留审计意见
3.3. 没有财务方面的重大负面审计结果	业绩计量
	2014-2015 年：没有财务方面的重大负面审计结果
	2016-2017 年估计：没有财务方面的重大负面审计结果
	2018-2019 年目标：没有财务方面的重大负面审计结果
3.4. 扩大内部控制说明的范围	业绩计量
	2014-2015 年：列入财务报表
	2016-2017 年估计：由独立咨询公司继续审查，且可能加强和评估内部控制情况。
	2018-2019 年目标：继续审查
4. 养恤基金行政预算的管理和监督得到改进	4.1. 未清债务和上期债务注销额占最后批款的百分比降低
	业绩计量
	2014-2015 年：0.6%
	2016-2017 年估计：0.6%
	2018-2019 年目标：0.6%

## 外部因素

124. 财务处预计能实现目标和预期成绩，前提是：(a) 为其提供充足的人力资源和资金；(b) 业务量不大幅度超过预期；(c) 养恤基金业务环境不发生重大变化(例如政治冲突或自然灾害)；(d) 养恤金联委会或大会不给养恤基金增派新任务；(e) 成员组织定期按时提交缴款信息。此外必须承认，在 2018-2019 两年期期间，所有工作人员，特别是技术和实务领域工作人员，必须承担更多工作量，以加强和持续完善养恤金综管系统，该系统是养恤基金历史上最宏大和最复杂的业务和信息技术举措。

## 产出

125. 在 2018-2019 两年期期间，将交付以下产出：

(a) 付款方面：

- (一) 养恤基金退休人员和其他受益人及时收到款项(在 190 个国家以 15 种货币每月定期支付超过 74 000 笔付款)；
- (二) 尽一切努力继续降低养恤基金的银行费用；
- (三) 尽一切努力尽可能减少或消除养恤金领取人的银行手续费；

(b) 账户方面：

- (一) 编制符合公共部门会计准则的财务报表及相关脚注，并实现无保留审计意见；
- (二) 在前后报告之间减少关于所监督领域和技术性会计问题的未执行审计意见数目；
- (三) 开始过渡到对有关成员组织提交的缴款信息进行每月对账；
- (四) 继续与风险管理和法律事务处合作，加强作为财务报表报告一部分的内部控制说明；
- (五) 在规定的提交年终附表后六个月期限内，为所有汇款实体进行全面对账；
- (六) 在年度决算时，全面核对离职总卷记录中的数据和薪金历史记录；
- (七) 在纽约和日内瓦以及与较大的报告实体举办关于缴款的参与人对账异常问题的专题介绍和培训；
- (八) 每月及时完成所有账户的银行对账；
- (九) 及时落实任何关于向养恤金领取人付款的最新银行规定和国际报告标准；

(c) 财务和预算方面：

- (一) 就养恤基金的两年期预算和订正预算向方案主管提供指导并完成预算编制工作；
- (二) 发放拨款和订正拨款；
- (三) 监督支出，每月向方案主管报告支出情况；
- (四) 就《联合国财务条例和细则》的适用问题向方案主管提供咨询和指导；
- (五) 控制行政预算，包括核查发票后再付款；
- (六) 完成养恤基金年度财务报表附表一(批款状况与行政费用比较)和相关披露说明；
- (七) 调节养恤基金和联合国秘书处之间的行政费用。

表 16  
所需资源

类别	资源(千美元)		员额	
	2016-2017 年	2018-2019 年(重计费用前)	2016-2017 年	2018-2019 年
员额	8 505.7	9 804.2	39	43
非员额	6 082.5	5 674.5	—	—
<b>共计</b>	<b>14 588.2</b>	<b>15 478.7</b>	<b>39</b>	<b>43</b>
预算外	164.7	164.7	1	1
<b>共计</b>	<b>14 752.9</b>	<b>15 643.4</b>	<b>40</b>	<b>44</b>

126. 编列经费 15 478 700 美元，将用于 43 个常设员额，包括续设 39 个常设员额(1 个 D-1、1 个 P-5、3 个 P-4、6 个 P-3、1 个 P-2、2 个一般事务(特等)和 25 个一般事务(其他职等))，增设 2 个新员额(1 个 P-5 和 1 个 P-4)，从先前的执行办公室调入 2 个财务和预算方面的员额(1 个 P-4 和 1 个一般事务(其他职等))；还将用于支付非员额资源 5 674 500 美元。员额资源增加了 1 298 500 美元，原因是拟设新员额和拟议调人员额。非员额资源减少了 408 000 美元，原因是减少了订约承办事务费用(1 044 700 美元)，部分因增加了其他工作人员费用(597 500 美元)和工作人员差旅费(39 200 美元)而抵销。

127. 还拟议为一个一般事务(其他职等)员额提供预算外资源 164 700 美元。常设委员会在第 186 次会议上，审查了一份关于养恤基金承担的离职后健康保险保费削减方案的说明。结果是，核准了这些预算外资源，这些资源由参与成员组织提供，养恤基金无需负担任何费用。

(d) 险管理和法律事务处

所需资源(重计费用前)：5 524 400 美元

128. 风险管理和法律事务处负责监测养恤基金的长期供资、偿付能力和可持续性并就此提出咨询，为此应对资产和负债相互依存关系带来的挑战，查明和评估风险，且分析和在技术上评估各项政策及现有和拟议福利规定。该处于 2014 年 10 月成立，其职能作用是技术性和咨询性的。该处综合汇集了法律、精算、业务和风险管理专业知识。该处在实行养恤金政策事宜、解释《条例和细则》、管理各种风险和加强内部控制框架等方面，向首席执行官干事和养恤金联委会及其委员会和工作组提供咨询，包括与首席执行官干事联络，并代表他与内部和外部监督机制打交道。除了处长和一名风险管理干事外，该处由两个科组成：风险管理和技术分析科以及法律和合规科。

129. 过去几年，养恤基金秘书处实施了若干举措，以加强其全机构风险管理<sup>1</sup>和内部控制框架，为此制定并实施各种程序、工具和系统以查明、评估、计量、管

<sup>1</sup> 全机构风险管理框架包括养恤基金为管理风险和抓住机遇实现战略目标所用方法和程序。

理、监测和报告风险；记录和评价内部控制措施，以支持关于内部控制的年度说明。将需要额外资源，确保风险管理框架的正常运作；确保妥善制订的有效内部控制制度到位；充分支持和应对更频繁且范围扩大的内外审计。

130. 风险管理和技术分析科继续研究、分析有关计划设计问题，并提供咨询意见和开展协调，以期确保养恤基金各组成部分的连续性和一致性，尽量降低整个计划设计的复杂性，并简化和精简条例。该科监测和报告定期精算估值流程，并促进完成资产负债建模研究。在这方面，该科负责与投资管理局和养恤基金的顾问精算师保持联络。此外，该科向精算师委员会提供实务、程序和行政支助。该科继续监测货币波动和其他金融趋势，包括养恤基金双轨制，更新和评价养恤基金参考表和用于养恤金管理的各项因素。该科负责与国际公务员制度委员会协调，处理相互关联的问题，并参与联合国共同制度中与养恤基金有关的其他工作组的工作和研究。

131. 法律和合规科继续为纽约和日内瓦办事处的养恤基金管理和业务部门提供统一的法律服务。该科负责促进连贯统一地解释和适用《养恤基金条例和细则》以及养恤金调整制度的规定。该科向养恤金联委会常设委员会(上诉)和联合国工作人员养恤金委员会(伤残个案)提供实务、程序和行政支持。该科通过向养恤基金秘书处各科室提供法律服务和协助，继续支持养恤基金的业务活动。该科还就个案中适用《养恤基金条例和细则》问题向参与人和退休人员以及(或者)其法律代表提供服务。此外，法律和合规科与风险管理和技术分析科一道，将计划设计问题概念化，启动实施新规定并修订现有的规定。

表 17

### 两年期目标、预期成绩和绩效指标

**本组织目标：**通过在计划设计、风险管理以及法律和合规事项上向养恤基金管理层和理事机构提供综合咨询意见、技术领导和监测，保护养恤基金的合法权益和财务稳定

预期成绩	绩效指标
1. 连贯统一地适用《养恤基金条例和细则》以及养恤金调整制度	1.1. 常设委员会或上诉法庭维持养恤基金立场的审查请求和上诉百分比  业绩计量 2014-2015 年：80% 2016-2017 年估计：100% 2018-2019 年目标：100%
2. 监测养恤基金总的精算状况和可持续性	2.1. 已完成的精算状况和风险措施定期监测报告数目  业绩计量 2014-2015 年：100% 2016-2017 年估计：100% 2018-2019 年目标：100%
3. 加强管理养恤基金风险的能力	3.1. 已完成的定期风险和管制评估数目

## 业绩计量

2014-2015 年：80%

2016-2017 年估计：90%

2018-2019 年目标：100%

3.2. 为在商定日期前执行重大审计建议而向管理层提出的减轻风险战略、行动计划或改进控制措施的数目

## 业绩计量

2014-2015 年：100%

2016-2017 年估计：100%

2018-2019 年目标：100%

## 4. 技术分析的一致性

4.1. 考虑到精算师委员会建议的筹资原则的计划设计拟议政策的百分比<sup>a</sup>

## 业绩计量

2014-2015 年：100%

2016-2017 年估计：100%

2018-2019 年目标：100%

<sup>a</sup> 收入折合养恤金；长期偿付能力；同代人之间的公平和代际公平；成本控制和稳定；简化行政管理；风险控制。

## 外部因素

132. 风险管理和法律事务处预计能实现目标和预期成绩，前提是：(a) 为其提供充足的人力资源和资金；(b) 养恤金联委会或大会不给养恤基金增派新任务；(c) 养恤基金各委员会、养恤金联委会、成员组织、监督机制、业务人员和管理人员寻求该处的咨询意见和服务；(d) 各方及时寻求咨询意见和协助，客户及时提供足够信息，以便进行分析和提供支持，而且各方遵循该处提出的咨询意见。此外必须承认，在 2018-2019 两年期期间，所有工作人员，特别是技术和实务领域工作人员，必须承担更多工作量，以加强和持续完善养恤金综管系统平台，该平台是养恤基金历史上最宏大和最复杂的业务和信息技术举措。

## 产出

133. 在 2018-2019 两年期，将交付以下产出：

## (a) 管理精算、技术和资产负债管理事项：

(一) 向首席执行官、养恤金联委会、精算师委员会、成员组织，以及在养恤基金保密政策允许的范围内，向外部实体提供统计和精算支持和技术性文献；

(二) 支持并协调与精算供资和报告相关的所有事项，具体管理养恤基金精算估值流程，并向内部和外部传达估值结果；

- (三) 在养恤基金与顾问精算师合同框架内，就精算成本计算、提交参与人数数据以及出现的其他事项与顾问精算师联络；
- (四) 向精算师委员会会议提供实务、技术和行政服务(3次)，包括编制报告和文献；
- (五) 与投资管理局工作人员密切协调，从秘书处角度管理养恤基金资产负债管理研究：成功完成投标程序；评估、报告和制定建议执行计划；
- (六) 研究、分析和起草关于计划设计和供资及可持续性事项的说明，包括矫正因现行设计缺陷而已经出现或可能出现的异常现象的提议；
- (七) 与养恤基金其他科室合作，监测养恤金调整制度的双轨制；
- (八) 管理征求建议书程序，协助联委会甄选养恤基金顾问精算师，新任期自2019年1月1日开始；
- (b) 全机构风险管理：
- (一) 与投资管理局协调，制定、维护并持续改善机构风险管理和内部控制框架(风险管理和内部控制政策、方法和工具)；
- (二) 帮助完成养恤基金秘书处各科室的年度内部风险和控制评估作业，更新控制文献，以协助编写养恤基金的内部控制说明；
- (三) 与投资管理局协调，规划、协调并促进完成对养恤基金各科室的全机构风险评估；
- (四) 向管理人员提供咨询，帮助确定管理已有风险和新风险的风险管理战略，针对已查明的风险制订风险处置和应对计划，并监测和报告商定战略的执行情况；
- (五) 监测养恤基金秘书处的风险，为高级管理层、全机构风险管理工作组(4次)和审计委员会(3次)编写关于养恤基金风险概况的定期报告；
- (六) 制定并维护报告工具，以便利在整个养恤基金秘书处传播风险管理、内部控制和审计资料以及最佳做法，培养风险意识文化；
- (七) 向资产与负债监测委员会(4次)和养恤基金各内部工作组包括全机构风险管理工作组及业务连续性和灾后恢复工作组(8次)会议提供实务、技术和行政服务，包括编写报告和文件；
- (八) 充当与内部和外部监督机制联系的协调人，与内部审计员和外聘审计员一道确立协作办法，促进适时有效地评价控制环境，担任与这些监督机制联系的协调人，促进提供信息，实施审计，拟定对审计报告的回复，监测并报告审计建议的执行情况；

- (c) 法律和合规事务：
- (一) 就《养恤基金条例和细则》以及养恤金调整制度的解释和适用问题提出咨询意见，就行政政策和程序提供业务支持；
- (二) 对与成员组织以及其他国际和政府间组织之间的协定和其他法律文书的审查、谈判和起草提供咨询意见，并酌情进行督导和监督；
- (三) 就体制和业务模式、法律呈件和其他法律文件提供咨询意见并编制文献；就涉及养恤金事项的案件拟定答辩人对联合国上诉法庭的答复(10次)；
- (四) 编写法律出版物或致养恤基金参与者/受益人、养恤金秘书处和成员组织行政部门的通信，包括养恤基金网站的相关材料；
- (五) 为联合国工作人员养恤金委员会和常设委员会会议提供服务，包括通过网基速查点和养恤基金其他知识管理工具，以电子形式分发文件，精简分享信息的程序，使其现代化：
- a. 就议事规则以及决议和养恤金联委会/委员会决定的解释和执行提供咨询意见；
- b. 为常设委员会会议提供实务、技术和行政服务(2次)，包括拟定约12项审查请求和上诉；分析法律问题；编写报告和文献；
- c. 为联合国工作人员养恤金委员会会议提供实务、技术和行政服务(4次)；拟定残疾福利金申请(约140个新的成年人案件、40个儿童案件、约190个复核案件和2个上诉案件)；编写报告和文献；
- (六) 编纂和系统传播常设委员会和行政法庭案件判例以及其他法律参考档案、意见、政策决定和准则；
- (七) 就与养恤金制度的法律问题相关的各种事项，与养恤基金成员组织、各自工作人员养恤金委员会和其他国际组织联络。

表 18  
所需资源

类别	资源(千美元)		员额	
	2016-2017年	2018-2019年(重计费用前)	2016-2017年	2018-2019年
员额	3 258.4	3 258.4	11	11
非员额	474.5	2 266.0		
<b>共计</b>	<b>3 732.9</b>	<b>5 524.4</b>	<b>11</b>	<b>11</b>

134. 编列经费 5 524 400 美元，用于续设 11 个常设员额(1 个 D-1、2 个 P-5、3 个 P-4、2 个 P-3 和 3 个一般事务(其他职等))；还将用于支付非员额资源 2 266 000 美元。非员额资源增加了 1 791 500 美元，原因是增加了订约承办事务(1 504 200

美元)和一般业务费用(149 000 美元)及其他工作人员费用(147 800 美元), 部分上因工作人员差旅费减少(9 500 美元)而抵销。

(e) 日内瓦办事处

所需资源(重计费用前): 15 255 600 美元

表 19  
所需资源<sup>a</sup>

类别	资源(千美元)		员额	
	2016-2017 年	2018-2019 年(重计费用前)	2016-2017 年	2018-2019 年
员额	10 182.6	10 182.6	33	33
非员额	2 986.6	5 073.0		
<b>共计</b>	<b>13 169.2</b>	<b>15 255.6</b>	<b>33</b>	<b>33</b>

<sup>a</sup> 日内瓦办事处包括日内瓦养恤金权利科和客户服务科以及财务处、风险管理和法律事务处和信息管理系统处的其他构成部分。由于日内瓦办事处的工作案件和总体责任与各工作单位一样, 并且(或者是)与这些单位进行了整合, 因此, 先前就将成绩和产出一起作为整个养恤基金的总数做了说明。不过, 为了提高养恤基金两个办事处的透明度且改善两个办事处的披露情况, 在工作方案中, 在这些其他工作单位之后单独列出了日内瓦办事处需要的具体所需资源并做了相关说明。

135. 编列经费 15 255 600 美元, 用于续设 33 个常设员额(1 个 D-1、2 个 P-5、3 个 P-4、4 个 P-3、1 个一般事务(特等)和 22 个一般事务(其他职等)); 还用于支付非员额资源 5 073 000 美元。非员额资源增加了 2 086 400 美元, 原因是增加了其他工作人员费用(1 947 400 美元)、一般业务费用(105 500 美元)和工作人员差旅费(33 500 美元)。

4. 方案支助

所需资源(重计费用前): 40 946 200 美元

136. 方案支助包括信息管理系统处和人力资源股。

(a) 信息管理系统处

所需资源(重计费用前): 39 778 900 美元

137. 信息管理系统处负责养恤基金的信息系统和通信技术, 协调实施信息技术执行委员会作出的战略决定, 为信息和通信技术工作人员制定培训计划, 并提供必要工具支持知识交流和合作工作。

138. 该处还负责下述工作: 提供全方位计算, 实施办公室自动化和设计软件/系统、开发和启用技术驱动方案, 提供硬件支持和软件维护, 提供电信服务和共用基础设施服务, 监督并从技术方面领导养恤基金日内瓦办事处信息技术工作, 管理资源, 提供基础设施和会议室支持。该处还为系统基础设施和分析服务提供第一线支助职能, 同时密切配合已签约提供维修服务的系统供应商。

139. 本报告还提议，把涉及差旅和设施管理的资源和职能从先前的执行办公室转至信息管理系统处。

140. 继实施养恤金综管系统后，该处支持养恤基金新现代化技术环境采用随新系统引入的所有功能以及养恤基金新业务模式特有的相关辅助系统和数据库。

141. 信息管理系统处将支持养恤基金维护和改进有形基础设施和应用程序，以及改进总体业务流程、系统能力和性能。若有人提出交流信息的请求，则与成员组织交换数据并调整数据。所得数据将持续输送给养恤基金有所扩大的数据仓，利用现代分析系统工具可进入这个数据仓。缴款数据将予以每月检索并核对，以提高信息的及时性和质量。会设立数据储存库，供整个成员组织取用。这一职能将支持成员组织明确养恤基金的参与资格，同时确认成员组织拥有自己系统生成的数据，并负责数据的完整性和有效性。该处还将确保不断改进养恤基金的网站，目的是通过建立与养恤金综管系统自助子系统的更多链接提供更多功能，让成员组织、参与人和受益人受益。

142. 该处将继续维系对养恤金综合管理系统的最佳配置，并进一步利用业务情报系统、报告和分析，扩大该系统的能力。反过来，改善报告预计会加强内部控制，推动技术分析并改进合规职能。

143. 将根据养恤基金的目标业务模式加强支持养恤基金秘书处所需的信息和通信技术基础设施，旨在实现更大的一致性，同时消除以往过度依赖多个系统接口造成的割裂现象。养恤基金秘书处和投资管理司的信息和通信技术基础设施已合并到联合国国际电子计算中心之下。业务连续性和灾后恢复将是无缝隙的，并定期在纽约和日内瓦进行测试。信息管理系统处将定期更新其风险登记册，并针对其负责应对的威胁，监测其既定减轻威胁措施的效率和成效。

表 20

#### 两年期目标、预期成绩和绩效指标

**本组织目标：**以高效率和高成效方式利用信息和通信技术，协助实现养恤基金业务和战略目标

预期成绩	绩效指标
1. 改进信息技术服务	1.1. 支助达到令人满意(或以上)水平的信息技术系统百分比  业绩计量 2014-2015 年：95% 2016-2017 年估计：95% 2018-2019 年目标：95%
2. 加强信息安全	2.1. 按照国际标准化组织(ISO)安全标准衡量的既定交付成果合规率上升百分比  业绩计量 2014-2015 年：90% 2016-2017 年估计数：90%

	2018-2019 年目标: 90%
3. 更好地与成员组织、参与人、受益人和其他客户分享电子信息	3.1. 以电子方式提供的参与人人力资源信息百分比
	业绩计量
	2014-2015 年: 80%
	2016-2017 年估计: 90%
	2018-2019 年目标: 100%
	3.2. 以电子方式提供参与人财务信息的百分比
	业绩计量
	2014-2015 年: 80%
	2016-2017 年估计: 90%
	2018-2019 年目标: 100%
4. 设施和财产服务的质量和及时性得到加强	4.1. 因建筑设施故障时间而损失的工作日减少
	业绩计量
	2014-2015 年: 零个工作日
	2016-2017 年估计: 零个工作日
	2018-2019 年目标: 零个工作日

144. 信息管理系统处预计能够实现其目标和预期成绩, 前提是: (a) 为其提供充足的人力资源和资金; (b) 养恤基金业务环境不发生重大变化(例如政治冲突或自然灾害); (c) 技术发展符合预期; (d) 各利益攸关方履行责任和义务, 并充分合作, 努力实现信息和通信技术战略的各项目标; (e) 成员组织及时按商定的格式提供人力资源和财务数据。

## 产出

145. 在 2018-2019 两年期期间, 将交付以下产出:

### (a) 机构业务服务:

(一) 政策: 合理保证信息管理系统处提供的所有信息和通信技术服务符合养恤基金信息技术执行委员会的期望和相关行业标准(比如信息技术基础设施库 ISO 20000); 按照 ISO 27000 安全标准, 对养恤基金的信息和通信技术基础设施执行网络安全措施;

(二) 通信: 提供主干通信服务, 包括因特网、私人租赁线路、电信装置和设备以及用于连接养恤基金各办事处(包括养恤基金秘书处、日内瓦办事处和与联合国国际电子计算中心达成的既定信息和通信技术基础设施托管安排)的必要通信线路; 对纽约的主干网络基础设施进行升级, 扩充其能力, 以支持用户在将高速关键任务数据、语音和视频等信息传送到台式电脑方面的多种需求;

- (三) 信息和通信技术基础设施服务：为支持养恤基金的业务，实施多班作业，监测和维护信息和通信技术基础设施服务，包括国际电子计算中心提供的服务，比如在纽约、新泽西和日内瓦进行服务器管理、中件管理和数据备份，以支持养恤基金的业务；在指挥中心监测应用程序、设备、网络负载和信息传输，以防止服务中断；
- (四) 灾后恢复：实施多年期灾后恢复战略，以支持养恤基金的业务连续性需求；
- (五) 将提供的其他服务包括：基础设施架构服务、用户支持/服务台、报文传送、数据库管理、系统程序设计、数据仓支持和管理报告；
- (b) 机构应用程序服务：
- (一) 发展：通过减少养恤金人工办理手续，改进提高生产力和效率的系统；改进与银行业务、会计系统和工作流程接口有关的参与人和受益人手续办理；
- (二) 企业系统维护：维护和配置核心业务用途的企业系统，包括养恤基金管理、会计和内容管理；确保关键业务系统(比如 V3 和电子商务)跟上供应商的更新、改版和升级；
- (三) 养恤金接口程序：提供并维护成员组织信息共享服务，收集人力资源和财务数据；维护定制接口和系统程序，通过各组织使用的不同企业资源规划接口，加强收集人力资源和财务数据的工作；维护电子档案传输接口，安全地支持信息分享和转换；
- (四) 将提供的其他服务包括：质量标准化、变革管理、服务级别协议和交付协议以及生产控制；
- (c) 企业安全服务：
- (一) 信息安全：定期对养恤基金纽约和日内瓦办事处的技术基础设施和业务进行安全风险评估；确保网络安全；确定风险处理计划，根据管理层的指示，利用技术、行政和实物控制来减轻风险；
- (二) 身份管理：集中管理建立、修改和终止身份的工作，确保对认证管理、授权和凭证记录进行适当角色访问控制；
- (三) 灾后恢复：制定一项多年期灾后恢复战略，以支持养恤基金的业务连续性需求；
- (d) 行政支助服务：
- (一) 制定指导方针，协调与预算供资有关的执行活动；监测、评价和管理信息管理系统处预算各组成部分；向高级管理层报告编制预算、支出和业绩；
- (二) 为养恤基金申购单位的官员提供与采购活动有关的专家知识；分析和评价采购请购单和规格的适当性；协调和管理预先保留款项以及请购单、订购

单和发票的处理；直接与采购司合作，以确保根据本组织的《条例和细则》提供解决方案；

(三) 合同管理：规划、领导和参与供应商关系活动，包括与技术伙伴、承包商和外包商开展的活动；

(四) 为养恤金联委会、审计工作委员会、联合国工作人员养恤金委员会、精算师委员会、资产与负债监测委员会、各工作组和养恤基金秘书处提供差旅支助；

(五) 协调设施管理相关活动，包括：监督所有建筑承包商和供应商；完成年度资产清单；充当财产业务连续性协调中心；协调和监督所有办公室建造、改建和修缮工作；

(六) 为养恤基金秘书处和治理机构提供支助服务，包括会议支助。

表 21  
所需资源

类别	资源(千美元)		员额	
	2016-2017 年	2018-2019 年 (重计费用前)	2016-2017 年	2018-2019 年
员额	8 195.9	8 422.7	28	29
非员额	16 710.5	31 356.2		
<b>共计</b>	<b>24 906.4</b>	<b>39 778.9</b>	<b>28</b>	<b>29</b>

146. 编列经费 39 778 900 美元，将用作 29 个常设员额的经费，其中包括续设 27 个常设员额(1 个 D-1、2 个 P-5、6 个 P-4、11 个 P-3、1 个一般事务(特等)和 6 个一般事务(其他职等))，1 个专业类员额向上改叙(1 个 P-3 改叙为 P-4)，以及从前执行办公室调入 1 个一般事务员额(其他职等)；并用作非员额资源 31 356 200 美元。员额资源增加 226 800 美元，反映出向上改叙员额和调入员额的提议。非员额资源增加 14 645 700 美元，原因是以下费用增加：一般业务费用(13 231 500 美元)、其他工作人员费用(687 600 美元)、订约承办事务(525 100 美元)、用品和材料(79 800 美元)以及家具和设备(123 700 美元)；增加额因工作人员差旅费减少(2 000 美元)而部分抵销。一般业务费用增加的主要原因是，自前执行办公室调入非员额资源，这是该办公室重组的一部分，该办公室的差旅和设施管理资源拟调至信息管理系统处。

(b) 人力资源股

所需资源(重计费用前)：1 167 300 美元

147. 关于行政服务，如人力资源管理、采购和付款，只要联合国的政策、程序和做法与《养恤基金条例和细则》不冲突，养恤基金就予以遵循，否则以《养恤

基金条例和细则》为准。因此，养恤基金也在利用联合国机制提供这些服务，因此已充分融入并正在利用联合国新的企业资源规划系统，即“团结”系统。

148. 2016年进行的全基金审查认为，养恤基金的人力资源缺乏战略管理是一个主要风险。为了解决这一风险，建议将执行办公室重组为人力资源股，侧重于战略性的人力资源管理问题，比如人才和职业发展及员工队伍规划，以便能够更好地优化现有资源和提高工作人员资质、技能和能力，并确保适当的继任规划和职业发展。

149. 人力资源股将负责制订和执行养恤基金的订正人力资源战略。它还将制定、促进和执行具体计划和方案，以便更好地优化和发展养恤基金的人力资源管理活动。这些活动将包括全面的员工队伍规划、加强征聘、制订具有明确职业道路的培训方案和工作人员发展计划，支持工作人员的成长和发展。由于要开展此类活动，这一新设立的股将支持工作人员留用，同时减轻继任管理相关风险。

150. 加强战略性的人力资源管理将确保适当应对与员工队伍规划、继任规划以及养恤基金吸引和留用合格工作人员的能力有关的风险。为了有效运作，养恤基金需要有足够的人员配置，并能够吸引、培养、部署和留住专业技能。因此，各项需求包括更多支持并把更多重点放在与战略性人力资源管理有关的事项上，比如培训和职业发展，进行员工队伍规划，以便能够更好地优化资源和能力，以及进行更为审慎的继任规划和职业管理。养恤基金必须为留用和培养人才制订和开发适当的工具，并提供职业发展和培训机会。战略性人力资源管理旨在更有效地利用现有技能，规划今后的需求，并确保工作人员有能力从数量和复杂性两个方面应对未来挑战。养恤基金还缺乏充分的备份系统和继任规划，无法确保养恤基金秘书处任何时候都配有充足的适当人员，能够应对日益增加的对解决和处理案件和询问的需求。

151. 鉴于需要理解和实施养恤基金关于养恤金福利的复杂规定(包括养恤金计划设计中的 665 种计算方法)，有效和系统的培训和工作人员发展只能在内部进行。作为人力资源服务重组的一部分，养恤基金将创建一种学习文化，在这种文化中，每个雇员都有一次发展和扩大其知识和技能组合的机会，每个部门经理都支持这种文化积极促进建设一个学习型组织。

152. 拟调整人力资源相关服务的提供，以确保养恤基金整个秘书处的战略性人力资源管理具有灵活性、前瞻性和整体性。

153. 因此，拟将前执行办公室的预算和财务职能和员额调至财务处，因为这些职能由首席财务干事负责。拟将与差旅和设施管理有关的资源和职能以及有关员额调至信息管理系统处。与人力资源管理有关的职能和职责将留在新组成的人力资源股。

表 22  
两年期目标、预期成绩和绩效指标

本组织目标：通过对其人力资源进行高效率和高成效的战略管理，协助实现养恤基金的业务和战略目标

预期成绩	绩效指标
1. 及时征聘和安排最合格的候选人	<p>1.1. 在组织时限内征聘工作人员</p> <p>业绩计量</p> <p>2014-2015 年：15%的空缺率</p> <p>2016-2017 年估计：13%的空缺率</p> <p>2018-2019 年目标：10%的空缺率</p> <p>1.2. 妇女在任期一年或一年以上的专业及以上职类员额中所占百分比增加</p> <p>业绩计量</p> <p>2014-2015 年：增加 3%(47%)</p> <p>2016-2017 年估计：达到均等(50%)</p> <p>2018-2019 年目标：保持均等(50%)</p>
2. 确保适当办理所有工作人员的应享养恤金，确保他们及时领取薪酬	<p>2.1. 按时支付所有应享养恤金</p> <p>业绩计量</p> <p>2014-2015 年：100%</p> <p>2016-2017 年估计：100%</p> <p>2018-2019 年目标：100%</p>
3. 及时完成全员电子考绩	<p>3.1. 每年 6 月 30 日前完成全员电子考绩</p> <p>业绩计量</p> <p>2014-2015 年：70%</p> <p>2016-2017 年估计：75%</p> <p>2018-2019 年目标：85%</p>

#### 外部因素

154. 人力资源股预计能实现其目标和预期成绩，前提是：(a) 为其提供所需人力资源和资金；(b) 养恤基金业务环境不发生重大变化(比如政治冲突或自然灾害)。

#### 产出

155. 在 2018-2019 两年期期间，将交付以下产出：

- (a) 就与人力资源管理有关的一切问题向所有工作人员提供政策建议；
- (b) 管理为招聘主管所发布职位空缺的跟踪数据，以支持征聘目标；
- (c) 向各位主任报告电子考绩制度合规数据；

(d) 为通过 Inspira 和临时空缺通知征聘的所有人员安排面试；

(e) 协调与以下方面有关的进程：听取抗辩小组、财务披露方案、工作人员/管理层会议、管理评价案件、道德操守和被禁行为；

(f) 维护人员配置表。

表 23  
所需资源

类别	资源(千美元)		员额	
	2016-2017 年	2018-2019 年 (重计费用前)	2016-2017 年	2018-2019 年
员额	1 792.5	1 043.6	7	4
非员额	13 040.2	123.7		
<b>共计</b>	<b>14 832.7</b>	<b>1 167.3</b>	<b>7</b>	<b>4</b>

156. 编列经费 1 167 300 美元，用作 4 个常设员额的经费，包括续设 3 个常设员额(1 个 P-5 行政干事员额改叙为高级人力资源干事，2 个一般事务(其他职等))，向下改叙 1 个员额(P-4 改叙为 P-3)，调出 3 个员额：2 个与预算和财务有关的员额(1 个 P-4、1 个一般事务(其他职等))调至财务处，1 个与设施和管理有关的员额调至信息管理系统处(1 个一般事务(其他职等))；并用作非员额资源 123 700 美元。员额资源减少 748 900 美元，原因是调出和向下改叙员额。非员额资源减少 12 916 500 美元，主要原因是以下费用减少：一般业务费用(12 735 100 美元)、用品和材料(61 400 美元)以及家具和设备(40 800 美元)，减少的原因是资源调至信息管理系统处；以及其他工作人员费用(106 600 美元)和工作人员差旅费减少(12 600 美元)。上述减少额因咨询人所需经费增加(40 000 美元)而部分抵销。

## C. 投资费用

### 1. 概览

157. 投资管理司根据《联合国合办工作人员养恤基金条例》第 19 条给予秘书长代表的授权，协助秘书长管理养恤基金资产的投资。该司负责这些资产的日常管理，执行核准的投资策略，并确保投资组合符合养恤基金核准的资产配置、政策、《条例和细则》。其任务是在不超出养恤基金风险限度的同时，创造出满足养恤基金负债需求的投资组合总收益。该司确保业绩报告和投资组合风险分析报告准确和反映最新情况，并作出安排，维持适当和准确的养恤基金投资账目。该司的主要科室有秘书长代表办公室、投资科、风险和合规科以及业务和信息系統科。

158. 投资管理司所需资源总额重计费用前为 85 586 400 美元，与 2016-2017 两年期批款相比净增 777 700 美元，增幅为 0.9%。如表 25 所示，净增加额可概述如下：

(a) 行政领导和管理：增加 826 000 美元，原因包括：从投资科调入 1 个一般事务(特等)员额，导致员额资源增加 204 000 美元；非员额资源增加 622 000 美元，主要原因是以下所需经费增加：订约承办事务(447 100 美元)、其他工作人员费用(89 100 美元)和工作人员差旅费(86 300 美元)；

(b) 工作方案：减少 860 800 美元，包括员额资源减少 204 000 美元，原因是 1 个一般事务(特等)员额调至秘书长代表办公室，以及非员额资源减少 656 800 美元。非员额资源减少的主要原因是以下所需资源减少：订约承办事务(1 354 300 美元)、用品和材料(73 600 美元)、工作人员差旅费(58 400 美元)和咨询人(34 000 美元)，减少额因以下费用增加而部分抵销：其他工作人员费用(461 700 美元)、家具和设备(391 000 美元)和一般业务费用(10 800 美元)；

(c) 方案支助：行政支助所需资源增加 812 500 美元，主要原因是以下费用增加：一般业务费用(652 700 美元)和订约承办事务费用(157 000 美元)。

159. 表 24 列示资源分配估计数，表 25 按构成部分列示所需资源。

表 24  
按构成部分开列的资源分配百分比

构成部分	百分比
A. 行政领导和管理	11.7
B. 工作方案	
1. 投资	26.0
2. 风险和合规	7.6
3. 业务和信息系统	45.6
<b>B 项小计</b>	<b>79.2</b>
C. 支助	
行政支助	9.1
<b>C 项小计</b>	<b>9.1</b>
<b>共计</b>	<b>100.0</b>

表 25  
按构成部分开列的所需资源

(千美元)

构成部分	2016-2017 年 批款	资源增长		重计费用前 共计	重计费用	分配数		2018-2019 年 估计数
		数额	百分比			联合国	养恤基金	
A. 行政领导和管理	9 189.9	826.0	9.0	10 015.9	147.9	—	10 163.8	10 163.8
B. 工作方案								
1. 投资	24 316.5	(2 088.2)	(8.6)	22 228.3	124.2	—	22 352.5	22 352.5

构成部分	2016-2017 年 批款	资源增长		重计费用前 共计	重计费用	分配数		2018-2019 年 估计数
		数额	百分比			联合国	养恤基金	
2. 风险和合规	3 072.2	3 430.4	111.7	6 502.6	95.2	—	6 597.8	6 597.8
3. 业务和信息系统	41 231.2	(2 203.0)	(5.3)	39 028.2	1 240.4	—	40 268.6	40 268.6
<b>B 项小计</b>	<b>68 619.9</b>	<b>(860.8)</b>	<b>(1.3)</b>	<b>67 759.1</b>	<b>1 459.8</b>	<b>—</b>	<b>69 218.9</b>	<b>69 218.9</b>
C. 支助								
行政支助	6 998.9	812.5	11.6	7 811.4	75.7	—	7 887.1	7 887.1
<b>C 项小计</b>	<b>6 998.9</b>	<b>812.5</b>	<b>11.6</b>	<b>7 811.4</b>	<b>75.7</b>	<b>—</b>	<b>7 887.1</b>	<b>7 887.1</b>
<b>共计</b>	<b>84 808.7</b>	<b>777.7</b>	<b>0.9</b>	<b>85 586.4</b>	<b>1 683.4</b>	<b>—</b>	<b>87 269.8</b>	<b>87 269.8</b>

## 2. 行政领导和管理

所需资源(重计费用前): 10 015 900 美元

160. 秘书长代表负责执行投资战略, 该战略的宗旨是实现养恤基金的实际收益率目标, 并开展协调一致的投资业务, 以保障养恤基金的长期可持续性。秘书长代表在以下方面领导着日益复杂艰巨的投资业务: 战略和政策分析、资产负债管理、资产配置、投资组合管理和投资决策、风险管理、合规和监测、后台核算、交易结算、现金管理以及所需系统和信息技术, 以确保所有业务和职能得到妥善协调并统一在协调一致的管理框架下。主要举措包括继续提高透明度以及在地域分布和资产类别分布两个方面分散投资, 同时维持安全、赢利、流动和可兑换这四项标准。为应对迅速变化的市场条件, 该司已采取一些举措, 使其不仅在短期内, 而且在可预见的未来, 均有能力预测和有效管理此类问题。这些举措包括扩大养恤基金的投资前景, 包括定量战略, 以及为管理和减轻风险严格执行既定投资和资产配置战略。

161. 秘书长代表办公室领导和指导该司的业务, 并确保所有业务和活动相互协调一致以及旨在实现其工作方案和保障信托责任。

表 26

### 两年期目标、预期成绩和绩效指标

**本组织目标:** 在避免不当风险前提下, 从长期角度达到养恤金联委会采用的必要精算实际收益率, 同时遵守安全、赢利、流动和可兑换这四个投资标准

预期成绩	绩效指标
1. 对投资、风险与合规、业务和信息系统等科室的工作方案以及法律和行政支助的提供情况进行有效协调	1.1. 100% 遵守向投资委员会、养恤金联委会及其各委员会以及其他理事机构提交报告、答复、情况介绍、文件、会议材料的截止日期  业绩计量 2014-2015 年: 80% 2016-2017 年估计: 90%

	2018-2019 年目标: 100%
	1.2. 协调、监测和项目执行监测会议的次数, 并 100% 执行各项决定
	业绩计量
	会议通常每周举行一次, 以审查投资情况并考虑潜在的投资组合再平衡
	2014-2015 年: 90%
	2016-2017 年估计: 90%
	2018-2019 年目标: 90%
	1.3. 有关投资管理司所用产品和服务的已商定和已核准投资交易和协定的数量
	业绩计量
	2014-2015 年: 大约 50 项交易和协定
	2016-2017 年估计: 50 项交易和协定
	2018-2019 年目标: 50 项交易和协定
2. 与各利益攸关方就投资政策、战略、优先事项和结果进行有效的信息共享和沟通	2.1. 简报会、培训班和会议的数量增加
	绩效指标
	2014-2015 年: 68 次
	2016-2017 年估计: 100 次
	2018-2019 年目标: 100 次
	2.2. 定期更新和分发与投资有关的报告
	业绩计量
	2014-2015 年: 75%
	2016-2017 年估计: 100%
	2018-2019 年目标: 100%
3. 有效协调和开展定期资产-负债管理研究	3.1. 及时完成征求建议书
	业绩计量
	2014-2015 年: 100%
	2016-2017 年估计: 不适用
	2018-2019 年目标: 100%
	3.2. 完成的资产-负债管理研究
	业绩计量
	2014-2015 年: 100%
	2016-2017 年估计: 不适用
	2018-2019 年目标: 100%
	3.3. 确定并执行战略资产配置
	业绩计量
	2014-2015 年: 100%
	2016-2017 年估计: 100%
	2018-2019 年目标: 100%

## 外部因素

162. 预计能够实现目标和预期成绩，前提是：(a) 所有利益攸关方都将支持和全力配合投资管理司的工作；(b) 在执行大会和养恤金联委会确立的任务时没有重大资金缺口。

## 产出

163. 在 2018-2019 两年期期间，将交付以下产出：

(a) 定期更新和执行投资政策，以确保按照投资委员会收到的指导意见来实施投资战略；

(b) 与法律事务厅和养恤基金外聘法律顾问协作，进行以下方面的法律审查和谈判：约 10 至 15 项私募股权投资交易、10 至 15 项房地产投资交易、5 至 10 项实物资产投资交易和 50 项各类产品和服务合同；

(c) 每年举办 4 次投资委员会会议；向养恤基金联委会、行政和预算问题咨询委员会、第五委员会和其他有关各方提供有关投资的准确报告。

表 27

## 所需资源

类别	资源(千美元)		员额	
	2016-2017 年	2018-2019 年 (重计费用前)	2016-2017 年	2018-2019 年
员额	3 580.4	3 784.4	12	13
非员额	5 609.5	6 231.5		
<b>共计</b>	<b>9 189.9</b>	<b>10 015.9</b>	<b>12</b>	<b>13</b>

164. 所列经费 10 015 900 美元，用作 13 个常设员额的经费，其中包括续设 12 个员额(1 个助理秘书长、1 个 D-2、1 个 P-5、2 个 P-4、1 个 P-3、2 个一般事务(特等)和 4 个一般事务(其他职等))，从投资科调入 1 个员额(一般事务(特等))，并用作非员额资源(6 231 500 美元)。所需资源增加 826 000 美元的原因是，员额资源增加 204 000 美元，用于调入 1 个员额；非员额资源增加 622 000 美元，主要原因是以下费用增加：订约承办事务(447 100 美元)、其他工作人员费用(89 100 美元)和工作人员差旅费(86 300 美元)，增加额因招待费减少(500 美元)而部分抵销。

## 3. 工作方案

所需资源(重计费用前)：67 759 100 美元

### (a) 投资科

所需资源(重计费用前)：22 228 300 美元

165. 投资科的任务是执行秘书长代表核准的资产和区域配置战略，为养恤基金实现最佳投资收益，同时避免不适当的风险。投资科共包括 9 个组织实体：北美

股票、欧洲股票、亚洲太平洋地区股票、全球新兴市场股票、固定收益、实物资产、另类投资、交易执行和外部专门基金管理。投资科的主要职能是投资管理，为此须监测当前的投资组合，及时了解和追踪各金融市场的动态，做出并执行投资决定。履行这些职能的工作包括编写金融分析报告，出席大小会议，前往各国会晤相关分析师和公司管理人员。一项次要职能是协助编写提交给所有理事机构和各委员会的报告。

166. 投资科 2018-2019 年的任务包括：(a) 实现养恤基金的长期投资目标，即按照美国消费者价格指数调整后的年化实际收益率达到 3.5%；(b) 使养恤基金投资业绩持续优于政策基准；(c) 保持与目标投资收益水平相匹配的风险水平；(d) 通过合理分散投资，减少货币风险和国家风险。

表 28

### 两年期目标、预期成绩和绩效指标

**本组织目标：**在避免不当风险前提下，从长期角度达到养恤金联委会采用的必要精算实际收益率，同时遵守安全、赢利、流动和可兑换这四个投资标准

预期成绩	绩效指标
1. 对战略资产配置进行有效管理和监测	<p>1.1. 10 年期内养恤基金总收益与基金精算收益目标的比较</p> <p>业绩计量</p> <p>2014-2015 年：截至 2015 年 12 月 31 日，养恤基金的 10 年实际收益率为 3.4%，投资目标收益率为 3.5%</p> <p>2016-2017 年估计：截至 2016 年 12 月 31 日，养恤基金的 10 年实际收益率为 2.5%</p> <p>2018-2019 年目标：达到或超过养恤基金的实际收益率</p> <p>1.2. 根据不断变化的市场条件，100% 遵守资产配置幅度</p> <p>业绩计量</p> <p>2014-2015 年：</p> <p>股票：100% 符合养恤基金的战略资产配置幅度</p> <p>固定收益：100% 符合养恤基金的战略资产配置幅度</p> <p>实物资产：100% 符合养恤基金的战略资产配置幅度</p> <p>另类投资：100% 符合养恤基金的战略资产配置幅度</p> <p>现金：100% 符合养恤基金的战略资产配置幅度</p> <p>2016-2017 年估计：</p> <p>股票：截至 2016 年 12 月 100% 符合</p> <p>固定收益：截至 2016 年 12 月 100% 符合</p> <p>实物资产：截至 2016 年 12 月 100% 符合</p> <p>另类投资：截至 2016 年 12 月 100% 符合</p>

现金：截至 2016 年 12 月 100%符合

2018-2019 年目标：100%符合养恤基金的战略资产配置

### 1.3. 5 年期内的总收益与政策基准的比较

业绩计量

2014-2015 年：截至 2015 年 12 月 31 日，相对于政策基准 5.2%，5 年期名义收益率为 5.0%

2016-2017 年估计：截至 2016 年 12 月 31 日，相对于政策基准 6.85%，5 年期名义收益率为 6.91%

2018-2019 年目标：在 5 年期内达到或超过政策基准收益率

## 2. 通过合理分散投资减少货币风险和国 家风险

### 2.1. 投资的货币种类数量

业绩计量

2014-2015 年：截至 2015 年 12 月，养恤基金直接投资于 24 种货币，同时通过外部资金进行间接投资

2016-2017 年估计：截至 2016 年 12 月 31 日，养恤基金直接投资于 24 种货币

2018-2019 年目标：酌情按货币种类，进一步完善养恤基金的资产配置

### 2.2. 投资的国家数目

业绩计量

2014-2015 年：直接投资于 41 个国家，并通过外部资金的间接投资进一步实现分散投资

2016-2017 年估计：截至 2016 年 12 月 31 日，养恤基金直接投资于 45 个国家，并通过外部资金的间接投资进一步实现分散投资

2018-2019 年目标：酌情按国别进一步完善养恤基金的资产配置

## 3. 将投资分散到另类投资(私募股本)和实 物资产(房地产、基础设施、农业和木材)

### 3.1. 另类投资和实物资产投资类别配置额占养恤基金 投资总额的百分比

业绩计量

2014-2015 年：

截至 2015 年 12 月 31 日，按市值计算的另类投资分配数为 18.42 亿美元，占养恤基金投资总额的 3.5%，高于截至 2013 年 12 月 31 日的 11.63 亿美元

截至 2015 年 12 月 31 日，另类投资组合的 68%投资于私募股权，26.3%投资于绝对收益战略，5.7%投资于实际收益战略

截至 2015 年 12 月 31 日，按市值计算的实物资产分配数为 31.50 亿美元，占养恤基金投资总额的 6.7%，而截至 2013 年 12 月 31 日的这一分配数为 25.11 亿美元

截至 2015 年 12 月 31 日,实物资产投资组合的 96.4% 投资于房地产; 3.1% 投资于基础设施; 0.5% 投资于木材

2016-2017 年估计:

截至 2016 年 12 月 31 日,按市值计算的另类投资分配数为 16.42 亿美元,占养恤基金投资总额的 3%,其中 93% 投资于私募股权, 7% 投资于实际收益战略

截至 2016 年 12 月 31 日,按市值计算的实物资产分配数为 38.96 亿美元,占养恤基金投资总额的 6.9%,其中 96.3% 投资于房地产, 3.2% 投资于基础设施, 0.5% 投资于木材

2018-2019 年目标:

另类投资和实物资产分配数分别增至 5% 和 9% 的战略资产配置目标

4. 工作人员更有能力处理与投资和投资组合管理相关的问题

4.1. 至少出席一次相关会议或研讨会的专业工作人员百分比

业绩计量

2014-2015 年: 100%

2016-2017 年估计: 截至 2016 年年底为 100%

2018-2019 年目标: 100%

## 外部因素

167. 预计能一直实现目标和预期成绩,前提是:(a) 所有利益攸关方都将支持和全力配合投资管理司的工作;(b) 在执行大会和养恤金联委会确立的任务时没有重大资金缺口;(c) 全球股票、全球固定收入、房地产和外汇等金融市场的发展方向与长期假设一致。

## 产出

168. 在 2018-2019 两年期期间,将交付以下产出:

(a) 养恤基金总收益率优于目标,即,按美国消费者物价指数调整后的养恤基金长期年化实际投资收益率达到 3.5%;

(b) 养恤基金总投资收益率超过政策基准,其构成是 58% 为股票, 26.5% 为固定收入, 9% 为实物资产, 5% 为另类投资, 1.5% 为现金和短期证券;

(c) 在货币和国家方面保持较好的分散投资组合,以期降低货币风险和国家风险;

(d) 在市场条件有利于养恤基金的情况下,成功投资于适合养恤基金目标的另类资产类别,以赚取比投资于上市股票更高的利润;

(e) 通过参加与投资和投资组合管理直接相关的会议和研讨会,提高工作人员的专业素质和知识深度,以促进提高养恤基金的业绩。

表 29  
所需资源

类别	资源(千美元)		员额	
	2016-2017 年	2018-2019 年 (重计费用前)	2016-2017 年	2018-2019 年
员额	14 121.5	13 917.5	45	44
非员额	10 195.0	8 310.8		
<b>共计</b>	<b>24 316.5</b>	<b>22 228.3</b>	<b>45</b>	<b>44</b>

169. 编列经费 22 228 300 美元，将用作续设 44 个员额(2 个 D-1、7 个 P-5、13 个 P-4、12 个 P-3、5 个一般事务(特等)和 5 个一般事务(其他职等))的经费，并用作非员额资源 8 310 800 美元。所需资源减少 2 088 200 美元的原因是，因 1 个员额(一般事务(特等))调至秘书长代表办公室，导致员额资源减少 204 000 美元；非员额所需资源减少 1 884 200 美元，原因是以下费用减少：订约承办事务(1 759 300 美元)、其他工作人员费用(120 500 美元)以及咨询人和专家(4 400 美元)。

#### (b) 风险和合规科

所需资源(重计费用前)：6 502 600 美元

170. 在风险和合规问题副主任的领导下，风险和合规科负责查明、衡量和管理养恤基金所面临的风险的所有方面。此外，在合规方面，该科的任务是对养恤基金的投资实施适当的监测和控制程序。其职能包括两个次级职能：风险管理和合规。

表 30

#### 两年期目标、预期成绩和绩效指标

**本组织目标：**在避免不当风险前提下，从长期角度达到养恤金联委会采用的必要精算实际收益率，同时遵守安全、赢利、流动和可兑换这四个投资标准

预期成绩	绩效指标
1. 有效监督养恤基金投资决定所涉所有重大风险	1.1. 提交每季度相对和绝对风险报告，投资委员会无实质性负面反馈 业绩计量 2014-2015 年：100% 2016-2017 年估计：100% 2018-2019 年目标：100%
	1.2. 风险预算每年得到更新 业绩计量 2014-2015 年：100% 2016-2017 年估计：100%

- 2018-2019 年目标：100%
- 1.3. 向所有工作人员提供一年至少两次的有效风险管理培训
- 业绩计量
- 2014-2015 年：100%
- 2016-2017 年估计：完成 100% 计划的培训
- 2018-2019 年目标：完成 100% 计划的培训
2. 在公共和私营市场有效监测所有外部基金管理人
- 2.1. 有效监测所有外部管理人和独立的总账管理人等其他相关服务提供者
- 业绩计量
- 2014-2015 年：提出并与秘书长代表讨论 100% 的报告，并采取适当的补救行动
- 2016-2017 年估计：提出 100% 季度合规例外情况报告
- 2018-2019 年目标：提出 100% 季度合规例外情况报告
3. 在独立总账管理人的有效协作下，全面报告养恤基金的业绩和风险统计数字
- 3.1. 投资委员会对季度报告进行审查，无实质性负面反馈
- 业绩计量
- 2014-2015 年：100% 报告通过继续改进 BlueBook 的格式和效用生成
- 2016-2017 年估计：100% 报告通过继续改进 BlueBook 的格式和效用生成
- 2018-2019 年目标：100% 报告通过继续改进 BlueBook 的格式和效用生成
- 3.2. 每周、每月、每季度和(或)每年业绩报告通过网站分发给理事机构和其他相关利益攸关方
- 业绩计量
- 2014-2015 年：75%
- 2016-2017 年估计：100%
- 2018-2019 年目标：100%
- 3.3. 定期向理事机构和其他相关利益攸关方提供业绩和风险管理的最新情况
- 业绩计量
- 2014-2015 年：100%
- 2016-2017 年估计：100%
- 2018-2019 年目标：100%
4. 有效执行相关手册中所述所有合规控制措施；遵守投资管理司的合规政策和程序
- 4.1. 列明违反风险控制措施行为的合规例外情况季度报告
- 业绩计量
- 2014-2015 年：风险小组在风险和业绩看板中

创建的所有季度综合报告由投资委员会进行审查和讨论，并反映在会议记录中

2016-2017 年估计：为投资委员会的每次会议完成和审查综合风险和业绩看板，并得到积极反馈

2018-2019 年目标：向投资委员会的每次会议提交综合风险和业绩看板

4.2. 投资管理司工作人员充分参加年度道德操守培训方案

业绩计量

2014-2015 年：2014 年和 2015 年参加率为 85%

2016-2017 年估计：2016 年参加率为 83%，2017 年估计为 85%

2018-2019 年目标：目标为 85%，同时认识到全年仅有两天提供培训，有工作人员因休假或公务差旅而缺席

4.3. 投资管理司工作人员充分遵守该司的预防欺诈、个人证券交易、礼物和招待政策

业绩计量

2014-2015 年：投资管理司 100% 的工作人员签署了当时已制订的所有有关政策的证明表

2016-2017 年估计：投资管理司 100% 的工作人员必须签署与所有相关政策有关的证明表。该司于 2016 年制订并执行了反欺诈和反腐败政策

2018-2019 年目标：投资管理司 100% 的工作人员必须签署与所有相关政策有关的证明表

4.4 业务连续性和灾后恢复计划通过业务评估得到更新和定期测试

业绩计量

2014-2015 年：对计划进行了测试

2016-2017 年估计：将对计划进行测试

2018-2019 年目标：将对计划进行测试

4.5 对所有审计建议作出回应，并在商定截止日期前执行和关闭建议

业绩计量

2014-2015 年：不适用。

2016-2017 年估计：不适用

2018-2019 年目标：不适用

## 5. 认识到环境和社会治理因素

## 5.1 投资管理司每年至少参加一次关于负责任投资原则/对社会负责的投资的会议

## 业绩计量

2014-2015 年：工作人员出席了会议并在会议上发言。负责任投资原则项目(环境、社会和治理)和资产所有人披露项目(气候变化)给养恤基金的评分为 A

2016-2017 年估计：工作人员出席了会议并在会议上发言。负责任投资原则项目(环境、社会和治理)2016 年给养恤基金的评分为 A，资产所有人披露项目(气候变化)2016 年和 2017 年给养恤基金的评分分别为 AA 和 AAA

2018-2019 年目标：工作人员将出席会议并在会议上发言。该司将继续参加负责任投资原则和资产所有人披露项目的调查

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**外部因素**

171. 风险和合规科预计能够实现目标和预期成绩，前提是外部各方都将支持和全力配合该科的工作。其他外部因素包括：

- (a) 股票市场更加波动；
- (b) 货币市场更加波动，起伏大，需要强大的量化分析能力，以便使用与指数挂钩的工具来抵消风险；
- (c) 主权国家的信用风险增大；
- (d) 在不同地域的通胀和/或通缩环境下同时开展运作；
- (e) 国际贸易壁垒增多；
- (f) 宏观经济走势变化时基准发生变化；
- (g) 因基准货币(美元)贬值而产生突发性资金不足的风险，这种情况致使资金达到历史高点，但由于对双轨制的使用增多以及用其他货币计价的负债增多，同时存在资金不足的潜在风险；
- (h) 商品价格大涨；
- (i) 失业率高，成为发展中经济体持续存在的“新常态”；
- (j) 主权国家贷款违约。

**产出**

172. 在 2018-2019 两年期期间，将交付以下产出：

(a) 维护风险管理手册、合规政策和关于道德操守及个人证券、礼物和招待的手册和政策；

(b) 完成对养恤基金投资业务的季度合规审查，以确保有效控制养恤基金的合规风险；

(c) 管理回执核证、交易订单预先核准、个人证券报告、招待费记录和强制休假；

(d) 组织有关投资合规和道德守则的培训方案(共 2 项全司参与的实地方案)；

(e) 为全面遵守联合国年度财务披露方案开展协调；

(f) 编制向养恤金联委会审计工作委员会提交的定期报告(共 8 次情况介绍)；

(g) 为审计委员会和内部监督事务厅计划开展的内部和外部审计充当协调中心，并充当处理道德操守办公室质询的协调中心。

表 31  
所需资源

类别	资源(千美元)		员额	
	2016-2017 年	2018-2019 年(重计费用前)	2016-2017 年	2018-2019 年
员额	2 415.2	2 415.2	8	8
非员额	657.0	4 087.4	—	—
<b>共计</b>	<b>3 072.2</b>	<b>6 502.6</b>	<b>8</b>	<b>8</b>

173. 编列经费 6 502 600 美元，将用作续设 8 个员额(1 个 D-1、3 个 P-4、1 个 P-3、2 个一般事务(特等)和 1 个一般事务(其他职等))的经费，并用作非员额资源 4 087 400 美元。非员额资源增加 3 430 400 美元，原因是其他工作人员费用(190 100 美元)和订约承办事务费用增加(3 286 300 美元)，增加额因咨询人费用减少(46 000 美元)而部分抵销。

(c) 业务和信息系统科

所需资源(重计费用前): 39 028 200 美元

174. 在业务主管的领导下，业务和信息系统科负责贸易投资业务(业务小组)，包括养恤基金一切投资交易和相关活动的交易后处理、核算、对账及财务报告工作，并负责投资管理司的信息和通信技术业务(信息系统小组)，包括从投资组合管理、风险管理、交易执行、交易处理和投资数据维护方面推动投资业务并为这些业务提供技术支持。业务小组负责及时准确地匹配和结算一切投资交易和外汇交易，并运用行业标准解决办法进行直通式处理和例外处理。在收到通知后，业务科还负责在付款前监测和验证实物资产和私募股权基金管理费的准确性。此外，为了编制财务报表，业务科确保按照公共部门会计准则妥善记录交易、外汇交易及收入核收、债务期限、税收和企业行动等所有投资活动，并实施适当的内部控制和保留审计线索。此外，业务小组还负责编写每日现金预测，使投资科能够管

理投资管理司为投资采用的所有币种的现金。业务小组还负责监督外部供应商提供的历史集体诉讼监测和文件整理服务。信息系统小组负责根据业务战略制定该公司的信息和通信技术战略和目标业务模式。这样做的目的是实施切合目的的投资应用程序，使投资组合和风险管理人员能够迅速获得实施有效的投资模式和为实现投资目标作出有效决定所需的可行财务数据，同时维持赢利、流动、可兑换和安全这些投资标准。

175. 业务和信息系统科与投资干事(前沿办公室)和经纪人密切合作，匹配交易细节，在结算之前解决各项问题。该科还与保管人密切合作，以进行交易和外汇结算；未成功交易的利息索赔调查；收入核收；债务期限；税收、监测集体诉讼、企业行动；还与总账管理人密切合作，每天核对现金和所持资产，评估养恤基金投资的公平市值，每月提供符合公共部门会计准则的总分类账入账资料。此后，业务人员编制养恤基金投资的年度财务资料和相关披露，供养恤基金首席财务干事审查并纳入养恤基金年度财务报表。业务和信息系统科工作人员密切合作，以实施更高效的流程，确保内部控制，并强化投资管理司的各种计算机化投资活动，同时尽量减少人工干预。

176. 2016年11月，为投资管理司的一个信息和通信技术目标业务模式发出了快速征求建议书，有四个应征者。截至编写本报告时，技术评价正在进行。选定的咨询公司应评估该公司的现有战略路线图、业务应用程序、系统集成、基础设施和与业务需求保持一致的情况，最终为信息和通信技术目标业务模式制订一个路线图。咨询公司应能够评估“目前的”业务模式，找出差距，并建议“今后的”目标业务模式。此外，咨询公司应“视需要”协助该司起草征求建议书和实施目标业务模式。应当指出的是，在本预算文件提交预算工作组之前，可能不会敲定信息和通信技术目标业务模式研究结果。

177. 2018-2019年的业务服务包括、但不限于以下方面：

(a) 加强会计工作人员的整套技能和专业知识，以便跟上新的、影响养恤基金投资的公共部门会计准则，并避免任何潜在的财务报告错误；

(b) 继续努力对养恤基金投资获得源头减税，特别是在目前未有相关程序和税收规定的国家；

(c) 收到通知后，在付款前监测和验证实物资产和私募股权基金管理费的准确性；

(d) 截至本报告编写时正在进行的征求建议书流程导致过渡到一个新的全球保管人。

178. 2018-2019年信息系统服务包括、但不限于：执行核定的信息和通信技术目标业务模式路线图，加强信息安全管理系统，包括支持业务连续性计划的灾后恢复解决方案。

表 32  
两年期目标、预期成绩和绩效指标

本组织目标：充分支持养恤基金的所有交易和相关投资活动，提供有效、安全和适当的技术，充分促使和支持投资管理司关键业务职能并实现业务效率

预期成绩	绩效指标
1. 提高处理交易和其他相关投资活动的能 力、效率和成效	<p>1.1. 减少人工处理的投资交易数目</p> <p>业绩计量</p> <p>2014-2015 年：2014 年：99.9%股票和固定收入交易通过环球银行间金融电信协会(银行间通信系统)传输给保管人。2015 年：100%——所有股票和固定收入交易通过环球银行间金融电信协会传输给保管人</p> <p>2016-2017 年估计：2016 年实际数：99.8%股票和固定收入交易通过环球银行间金融电信协会传输给保管人。</p> <p>2017 年估计：100%股票和固定收入交易将通过环球银行间金融电信协会传输给保管人</p> <p>2018-2019 年目标：100%股票和固定收入交易将通过环球银行间金融电信协会传输给保管人</p> <p>1.2. 因交易失败而提出索偿要求的数目减少</p> <p>业绩计量</p> <p>2014-2015 年：2014 年和 2015 年，养恤基金未支付任何索偿款</p> <p>2016-2017 年估计：2016 年实际数：养恤基金未支付任何赔偿款</p> <p>2017 年估计：1 笔</p> <p>2018-2019 年目标：0 笔</p>
2. 及时准确地处理投资交易	<p>2.1. 减少 2 天以上的现金和所持资产/头寸的异常数目</p> <p>业绩计量</p> <p>2014-2015 年：2014 年：99.6%现金异常在 1 天内解决；91%的总账管理人和保管银行之间报告的头寸/所持资产异常在 2 天内解决。2015 年：99.94%现金异常在 1 天内解决；89.9%的总账管理人和保管银行之间报告的头寸/所持资产异常在 2 天内解决</p> <p>2016-2017 年估计：2016 年实际数：从 2016 年 1 月 18 日开始，养恤基金推出了一个新的交易订单管理系统，该系统提供核对现金和所持资产/头寸的工具。因此，2016 年的异常情</p>

况基于新的交易系统。83.3%现金异常在 2 天内解决；

2017 年估计：0.2%将予以升级，并将在超过 2 天的时间内予以进一步调查

2018-2019 年目标：0.1%将予以升级，并将在超过 2 天的时间内予以进一步调查

2.2. 在下午 2 点之前向固定收入小组确认负利率货币的预计现金结存

业绩计量

2014-2015 年：不适用

2016-2017 年估计：2016 年实际数：在下午 2 点前通过电子邮件向固定收入小组确认了 48%的负利率货币预计现金结存；未及时进行确认的主要原因是有待处理的不匹配交易

2017 年估计：将在下午 2 点前通过电子邮件向固定收入小组确认 60%的负利率货币预计现金结存

2018-2019 年目标：将在下午 2 点前通过电子邮件向固定收入小组确认 70%的负利率货币预计现金结存

2.3. 截止时间之后处理的外汇交易及私募股权和房地产基金出资请求数目减少

业绩计量

2014-2015 年：0

2016-2017 年估计：2016 年实际数：0

2017 年估计：0

2018-2019 年目标：0

2.4. 与自愿性企业行动有关的现金/头寸异常数目减少

业绩计量

2014-2015 年：不适用

2016-2017 年估计：2016 年实际数：2.2%异常(中断)将与自愿性企业行动有关

2017 年估计：不到 5%的异常(中断)将与自愿性企业行动有关

2018-2019 年目标：不到 3%的异常(中断)将与自愿性企业行动有关

2.5. 月底后 30 天内核对保管银行账目

业绩计量

2014-2015 年：2014 年，12 次月度银行对账中有 4 次是按时完成的；2015 年，12 次月度银

- 行对账中有 6 次是按时完成的
- 2016-2017 年估计：2016 年，所有月度银行对账均按时完成，2017 年预计所有月度银行对账将按时完成
- 2018-2019 年目标：预计所有月度银行对账将按时完成
3. 财务数据和报告的完整性
- 3.1. 审计委员会对养恤基金的财务报表提出无保留的审计意见
- 业绩计量
- 2014-2015 年：无保留审计意见
- 2016-2017 年估计：无保留审计意见
- 2018-2019 年目标：无保留审计意见
4. 改善数据管理、安全和治理
- 4.1. 没有与投资司的数据安全有关的重大负面审计结果
- 业绩计量
- 2014-2015 年：内部监督事务厅(监督厅)2014 年对养恤基金(秘书处和投资司)的信息和通信技术安全进行了审计，总体审计结果不能令人满意。根据一个关键审计结果提出一项建议，即制订标准的信息和通信技术安全风险管理办法，定期评估脆弱性，并执行减轻风险的控制措施
- 监督厅 2014 年对投资司的信息和通信技术战略规划、治理和管理进行了审计，总体审计结果不能令人满意；不过，并未发现任何重大关键审计结果
- 监督厅 2015 年对投资司的信息和通信技术业务进行了审计，总体审计结果部分令人满意
- 2016-2017 年估计：无重大关键审计结果
- 2018-2019 年目标：无重大关键审计结果
- 4.2. 没有报告因数据准备就绪和质量问题造成严重拖延或不准确的情况
- 业绩计量
- 2014-2015 年：无拖延
- 2016-2017 年估计：无拖延
- 2018-2019 年目标：无拖延
- 4.3. 没有与数据质量和合规有关的重大负面审计结果
- 业绩计量
- 2014-2015 年：无重大关键/负面审计结果

- 2016-2017 年估计：无重大关键/负面审计结果  
2018-2019 年目标：无重大关键/负面审计结果
5. 高效、安全和有抗灾能力的信息和通信技术服务
- 5.1. 达到投资管理司的业务要求和所有关键业务应用程序支持指标
- 业绩计量
- 2014-2015 年：该公司 100% 业务应用程序得到支持。总体而言，所有业务应用程序 99% 的时间正常运转
- 2016-2017 年估计：该公司 100% 业务应用程序得到支持。此外，该公司的前端至后端投资业务已并入和(或)融入 Bloomberg AIM 套件下
- 2018-2019 年目标：该公司 100% 业务应用程序得到支持
- 5.2. 投资管理司信息和通信技术服务台(iNeed)季度报告中没有重大未决问题
- 业绩计量
- 2014-2015 年：不适用
- 2016-2017 年估计：自 2016 年 4 月 iNeed 服务台设立以来，截至 2016 年 12 月 29 日，786 项服务请求中有 27 项(3.04%)仍然未决
- 2018-2019 年目标：无重大问题
- 5.3. 在为业务连续性演习开展的半年期灾后恢复测试期间未提出重大问题
- 业绩计量
- 2014-2015 年：该两年期开展了四次业务连续性演习，没有报告重大问题
- 2016-2017 年估计：2016 年进行了两次业务连续性测试，没有报告重大问题。计划于 2017 年进行一次测试
- 2018-2019 年目标：无重大问题
- 5.4. 已完成的有规划征求建议书数目
- 业绩计量
- 2014-2015 年：2014 年为信息技术基础设施评估发布并取消 1975 号征求建议书
- 2016-2017 年估计：2016 年为制定投资管理司信息和通信技术目标业务模式发布了 3100001888 号征求建议书。2017 年可能为信息和通信技术安全评估和业务影响分析发布另一项征求建议书
- 2018-2019 年目标：正在等待信息和通信技术目标业务模式路线图的结果

6. 拟订和实施有规划的信息和通信技术服务
- 6.1. 按照与供应商的服务级别协议规划并完成的  
信息和通信技术服务数量

业绩计量

2014-2015 年：17 项信息和通信技术服务得到落实。根据各种服务提供协议与联合国国际电子计算中心完成所有这些服务

2016-2017 年估计：2016 年，实施了以下信息和通信技术服务：新网络基础设施(与联合国国际电子计算中心)和投资组合管理、交易执行和交易后处理系统(Bloomberg AIM)和客户关系管理系统(iNeed)。iNeed 支持该司的信息和通信技术服务台。针对外汇和固定收入交易的 Bloomberg AIM(第 2 阶段)于 2017 年 1 月 5 日启动。截至本报告编写时，Bloomberg AIM 经纪人交易成本分析正在实施中

2018-2019 年目标：正在等待信息和通信技术目标业务模式路线图的结果

## 外部因素

179. 业务和信息系统科预计能够实现目标，前提是：

- (a) 顺利完成信息和通信技术目标业务模式研究，从而实现更高效率、更高效自动化综合投资业务，涵盖所有资产类别和有关交易以及路线图的执行；
- (b) 顺利完成信息安全系统评估和业务影响分析；
- (c) 在预计于 2018 年年底开展及时采购程序及合同谈判后，从多个全球保管人和独立总账管理人顺利过渡到单一全球保管人/总账管理人；
- (d) 在预期时限内完成所需服务/产品的采购和法律流程；
- (e) 各个利益攸关方履行自己的责任，并给予充分配合，以实现投资管理司与业务战略一致的信息和通信技术战略所载目标。

## 产出

180. 在 2018-2019 两年期期间，将交付以下产出：

- (a) 业务活动：
  - (一) 在不进行人工干预的情况下及时以直通方式处理大部分股票和固定收入证券(从交易执行到交易匹配和结算)；
  - (二) 在进行最低限度人工干预的情况下更加自动化和(或)更加高效地处理外汇、实物资产、另类投资和其他投资；
  - (三) 每天针对异常情况自动核对证券/头寸/所持资产和现金，包括收入(股息、利息和现金分派)、期限以及企业行动；

- (四) 提出更准确的每日现金预测报告，从而减少核对问题；
- (五) 将所有资产转至新全球保管人/总账管理人，由其入账并重新登记，在提供保管和总账管理报告和服务方面有令人满意的业绩；
- (六) 及时审查及核对包括所有资产类别的账户；
- (七) 及时编写和提供财务信息和披露，以便并入养恤基金的财务报表；
- (八) 收到通知后，在付款前时监测和验证实物资产和私募股权基金管理费的准确性；
- (b) 信息服务：
- (一) 实施和支持投资管理司的任务关键型系统；
- (二) 在完成信息和通信技术目标业务模式研究后启动和(或)完成征求建议书；
- (三) 实现投资交易例外处理，支持程式交易和篮子交易；
- (四) 记录投资流程；
- (五) 信息和通信技术目标业务模式正在实施中，实现业务流程标准化和简化；
- (六) 实施自动数据接口；
- (七) 数据验证得到支持；
- (八) 加强该司的信息和通信技术基础设施；
- (九) 信息安全管理政策、信息和通信技术政策和程序以及灾后恢复计划得到更新和执行；
- (十) 业务连续性得到强化。

表 33  
所需资源

类别	资源(千美元)		员额	
	2016-2017 年	2018-2019 年(重计费用前)	2016-2017 年	2018-2019 年
员额	5 701.5	5 701.5	20	20
非员额	35 529.7	33 326.7	—	—
<b>共计</b>	<b>41 231.2</b>	<b>39 028.2</b>	<b>20</b>	<b>20</b>

181. 编列经费 39 028 200 美元，将用作续设 20 个员额(1 个 D-1、2 个 P-5、5 个 P-4、3 个 P-3、1 个 P-2、4 个一般事务(特等)和 4 个一般事务(其他职等))的经费，并用作非员额资源 33 326 700 美元。非员额资源减少 2 203 000 美元是以下资源减少的净影响：订约承办事务(2 881 300 美元)、用品和材料(73 600 美元)和工作人员差旅费(58 400 美元)，减少额被以下增额部分抵销：其他工作人员费用(392 100 美元)、家具和设备(391 000 美元)、业务费用(10 800 美元)和咨询人(16 400 美元)。

## 行政支助

所需资源(重计费用前): 7 811 400 美元

表 34

### 所需财政资源

类别	资源(千美元)		员额	
	2016-2017 年	2018-2019 年(重计费用前)	2016-2017 年	2018-2019 年
非员额	6 998.9	7 811.4	—	—
<b>共计</b>	<b>6 998.9</b>	<b>7 811.4</b>	<b>—</b>	<b>—</b>

182. 编列经费 7 811 400 美元, 增加了 812 500 美元, 将用作整个投资管理司的非员额资源。经费增加的主要原因是以下费用增加: 一般业务费用(652 700 美元)、订约承办事务(157 000 美元)以及用品和材料(2 800 美元)。

## D. 审计费用

所需资源(重计费用前): 2 929 200 美元

183. 资源分配情况见表 35。

表 35

### 所需资源

类别	资源(千美元)		员额	
	2016-2017 年	2018-2019 年(重计费用前)	2016-2017 年	2018-2019 年
外部审计	786.5	786.4	—	—
内部审计	2 116.2	2 142.8	—	—
<b>共计</b>	<b>2 902.7</b>	<b>2 929.2</b>	<b>—</b>	<b>—</b>

184. 编列经费 2 929 200 美元, 将用作按审计委员会要求进行外部审计(786 400 美元)和按内部监督事务厅要求进行内部审计(2 142 800 美元)的所需经费估计数。

### 1. 外部审计

所需资源(重计费用前): 786 400 美元

185. 编列经费 786 400 美元, 用于支付与审计委员会相关、由审计委员会秘书处分摊给养恤基金的费用。

### 2. 内部审计

所需资源(重计费用前): 2 142 800 美元

186. 编列经费 2 142 800 美元, 增加了 26 600 美元, 用作续设 6 个一般临时人员职位(1 个 P-5、3 个 P-4、1 个 P-3 和 1 个一般事务(其他职等))的经费, 并用作

其他非员额资源，包括工作人员差旅、订约承办事务、一般业务费用以及用品和材料。增加的主要原因是订约承办事务项下所需资源增加。

## E. 联委会费用

所需资源(重计费用前)：965 600 美元

表 36  
所需资源

类别	资源(千美元)		员额	
	2016-2017 年	2018-2019 年(重计费用前)	2016-2017 年	2018-2019 年
联委会费用	965.6	965.6	—	—
<b>共计</b>	<b>965.6</b>	<b>965.6</b>	—	—

187. 编列经费 965 600 美元，用作支付养恤金联委会费用的估计所需经费，包括：主席出席行政和预算问题咨询委员会和第五委员会会议的差旅费；养恤金联委会咨询委员会(精算师委员会、审计工作委员会和资产与负债监测委员会)的差旅费；第六十五届和第六十六届会议的行政费用，以及辞职国际公务员协会联合会代表出席养恤金联委会会议的差旅费。

## 四. 紧急基金

188. 大会在第 70/248 号决议第六节授权联合国工作人员养恤金联合委员会补充 2016-2017 两年期紧急基金自愿捐款，数额不超过 225 000 美元。紧急基金为 2018-2019 两年期请拨同等数额的经费，数额不超过 225 000 美元。

## 五. 有待大会采取的行动

189. 养恤金联委会建议大会核准：

(a) 将 2016-2017 两年期批款减少 5 091 100 美元。因此，2016-2017 两年期订正批款为 174 964 300 美元，分为行政费用(96 543 600 美元)、投资费用(74 630 400 美元)、审计费用(2 824 700 美元)和联委会费用(965 600 美元)。其中 154 591 000 美元摊派给基金，20 373 300 美元将根据费用分摊安排，由联合国直接分担；

(b) 2016-2017 两年期预算外资源订正估计数为 201 400 美元；

(c) 养恤基金 2018-2019 两年期估计数为 195 230 800 美元，包括行政费用(104 048 500 美元)、投资费用(87 269 800 美元)、审计费用(2 906 000 美元)和养恤金联委会费用(1 006 500 美元)。其中 172 348 900 美元将分摊给养恤基金，22 881 900 美元将根据费用分摊安排，由联合国分担；

(d) 2018-2019 两年期预算外费用资源数额为 162 400 美元，由若干成员组织出资；

(e) 不超过 225 000 美元的一笔款项，用于补充紧急基金所得捐款。

## 六. 为执行行政和预算问题咨询委员会的各项要求和建议而采取的后续行动总表

(A/71/621)

要求/建议	为执行要求/建议采取的行动
<p>(a) 行预咨委会回顾,大会在第 70/248 号决议中关切地注意到,养恤基金一些新受益人和退休人员迟迟领不到养恤金,强调指出,养恤金联委会需要采取适当步骤,确保养恤基金解决造成这些延误的根源,这些延误使离职工作人员和退休人员及其家属处于紧张脆弱的境地。行预咨委会敦促各成员组织和养恤基金协调努力,解决这一局面(第 6 段)。</p>	<p>养恤基金积极采用了灵活办法,增加灵活的处理能力,以满足离职案件数量不断增加的需要。养恤基金目前在同一个月内处理约 80%或更多的案件。也就是说,如果提出案件时提交了完整、准确的文件和信息,养恤基金处理案件和付款所用的平均时间是两至四个星期。总体而言,实现的处理率远远高于 2014 年观察到的在旧系统下的处理率。此外,经养恤金联委会核准,养恤基金于 2016 年 10 月与联合国(管理事务部和外勤支助部)、联合国粮食及农业组织(粮农组织)/世界粮食计划署(粮食署)、联合国儿童基金会(儿基会)和世界卫生组织(世卫组织)合作,启动了对离职到付款流程的端到端审查。审查旨在确定是否有可能精简这一流程,并力求澄清参与该流程的三方(用人组织人力资源和(或)工资发放部门、离职工作人员和养恤基金)的作用和责任。审查的目的是改善受益人的经验,并减少提交文件的时间,提高向养恤基金提交的信息的准确性和完整性,提高提交资料的及时性,改进离职工作人员可用的资料,提供监测工具,以便工作人员适当跟进自己的案件,并继续加强养恤基金的处理能力。</p>
<p>(b) 行预咨委会期待收到资料,说明养恤基金为减少处理应享福利所需文件提交方面的延误而提出的各项措施的执行情况,以及端到端审查结果(第 8 段)。</p>	<p>设立联合项目小组的目的是监测在审查用人单位的养恤金相关活动方面取得的进展,主要是在其人力资源和(或)工资发放方面以及向离职工作人员提供监测其案件进度的工具和信息方面取得的进展。在所有用人组织(包括管理事务部、外勤支助部、粮农组织/粮食署、儿基会和世卫组织)以及养恤基金完成了审查。审查内容还包括外地特派团的养恤金相关流程。端到端审查结果摘要见本报告附件(见附件八)。养恤基金还增加了外联,以向各工作地点的人力资源 and 财务人员提供信息,联合国和所有其他成员组织的规模较大的报告实体也设立了协调中心,以协助协调及时提交完整、准确的离职文件。</p>
<p>(c) 行预咨委会认为,对以往特派团缩编和结束情况进行审查可以看出完成办理过程所需要的时间,因而离职案和相关申请的增加本来是可以预计的,秘书处和养恤基金本可采取措施,更及时地着手准备和处理养恤金申请(第 10 段)。</p>	<p>养恤基金建立了与外勤支助部养恤金协调人定期协商的流程,目前正通过这一流程处理关于特派团即将缩编和结束的信息。外勤支助部还设立了一个养恤金问题工作组,以解决有待提交养恤基金的案件积压的问题。如果资源允许,养恤基</p>

要求/建议	为执行要求/建议采取的行动
(d) 在行预咨委会看来, 养恤基金应着重迅速填补空缺员额, 从而更好地处理因激增造成的额外工作量(第 14(c)段)。	金还通过亲自访问或视频会议的方式与各特派团开展外联活动。  养恤基金秘书处的空缺率较低。截至 2017 年 9 月初, 养恤基金秘书处的空缺率为 9%。高级管理职位没有空缺。通常情况下, 由于要求工作人员具备领受养恤金权利和养恤金管理其他方面的专门知识, 在选定现有工作人员填补另一员额后, 就产生了新的空缺。从外部征聘需要很长的学习曲线, 这自然会影响到处理效率和效力以及具备填补专门职能所必须的知识的外部工作人员的正常职业进展。养恤基金正在采取步骤, 确保及时填补所有空缺。
(e) 行预咨委会回顾, 大会第 70/248 号决议请秘书长尽一切努力改进养恤基金的投资业绩。行预咨委会知悉 2015 年货币波动的负面影响, 注意到养恤基金这一年没有实现年化实际收益率达到 3.5% 的长期目标, 相信它将努力实现这一目标(第 29 段)。	已作出努力改善养恤基金的投资业绩, 以实现基金年化实际收益率达到 3.5% 的长期目标。养恤基金 2016 年创造了收益, 这些收益高于其 2015 年收益。2017 年截至目前的收益也令人鼓舞。
(f) 行预咨委会再次表示关切养恤基金投资管理司有大量空缺员额, 敦促养恤基金迅速填补所有空缺员额, 并重申它认为, 空缺两年或更长时间的员额应重新说明理由或提议裁撤(见 A/70/7/Add.6, 第 10 段)(第 33 段)。	已经作出努力来迅速填补投资管理司的所有空缺员额。截至 2017 年 6 月, 所有高级职等空缺均已填补。大多数空缺员额预计将在 2017 年底前填补。
(g) 行预咨委会欢迎为改善养恤基金投资状况作出努力, 回顾大会第 70/248 号决议请秘书长凡在有利于养恤基金参与人和受益人的情况下, 继续在发达市场、发展中市场和新兴市场之间分散投资, 并确保在市场动荡情况下审慎执行养恤基金在任何国家投资的决策, 同时充分考虑到投资的四个主要标准, 即安全、赢利、流动和可兑换(第 35 段)。	根据大会第 70/248 号决议, 并按照养恤基金的四个主要标准, 继续努力加强养恤基金的投资状况。2015 年和 2016 年, 在发展中国家的直接和间接投资有所增加。
(h) 行预咨委会相信, 秘书长将向大会提供资料, 说明养恤基金在环境、社会和治理方面的投资情况, 并定期向大会提出报告(第 36 段)。	大会将定期收到资料, 说明养恤基金在环境、社会和治理方面的投资情况。负责任投资原则和资产所有人披露项目给养恤基金 2016 年的环境、社会和治理工作打了高分。

## Annex I

### Discussions in the United Nations Joint Staff Pension Board on the revised budget estimates for the biennium 2016-2017 and on the budget estimates for the biennium 2018-2019

#### Revised budget estimates for the biennium 2016-2017

1. The Fund proposed a reduction in the budget estimates for the biennium 2016-2017 amounting to \$5,091,100, compared with the revised appropriation of \$180,055,400. The final revised appropriations for the biennium 2016-2017 would then amount to \$174,964,300, of which \$20,373,300 is chargeable to the United Nations under the cost-sharing arrangement.

#### Budget estimates for the biennium 2018-2019

2. The budget estimates originally proposed by the Fund for the biennium 2018-2019 provided for expenditures of \$201,337,100 (before recosting), compared with a total of \$180,055,400 for the biennium 2016-2017. The budget submission was presented for administrative costs (\$109,263,700), investment costs (\$88,027,800), audit costs (\$3,120,000) and Board expenses (\$965,600). In addition, the estimates provided for one extrabudgetary post for the processing of after-service health insurance contributions, in the amount of \$164,700, and an amount not to exceed \$225,000 for the Emergency Fund.

#### Administrative costs

3. The proposed budget under administrative costs totalled \$109,263,700 before recosting, representing an increase of 19.6 per cent compared with the revised appropriation for the biennium 2016-2017.

4. The request included 11 proposed additional posts and two proposed reclassifications, as set out in table 1 below.

Table 1  
Proposed new posts and reclassifications

<i>Section</i>	<i>Action</i>	<i>Post</i>	<i>Number</i>	<i>Category</i>
<b>Administration</b>				
Office of the Chief Executive Officer				
	New post	Senior Programme Officer	1	P-5
	New post	Staff Assistant	1	GS-OL
<b>Programme of work</b>				
Operations				
	New post	Deputy Chief of Section, Pension Entitlements	1	P-4
	New post	Benefits Officer	1	P-3
Client Services and Outreach				
	New post	Chief of Services	1	D-1
	New post	Senior Public Information Officer	1	P-5
	New post	Programme Officer	1	P-4
	New post	Benefits Officer	2	P-3

<i>Section</i>	<i>Action</i>	<i>Post</i>	<i>Number</i>	<i>Category</i>
Financial Services				
	New post	Chief of Section, Accounts	1	P-5
	New post	Chief of Unit, Payroll	1	P-4
<b>Total new posts</b>			<b>11</b>	
<b>Programme Support</b>				
Information Management Systems Service				
	Reclassification	Administrative Officer	1	P-3 to P-4
Human Resources Unit a				
	Reclassification	Human Resources Officer	1	P-4 to P-3
<b>Total reclassifications</b>			<b>2</b>	

<sup>a</sup> Includes reclassification of Executive Officer post to Senior Human Resources Officer (P-5 to P-5).

### **Investment costs**

5. The proposed budget under investment costs totalled \$88,027,800 before recosting, representing an increase of 3.8 per cent compared with the original appropriation for the biennium 2016-2017.

6. No additional posts have been requested for the biennium 2018-2019.

### **Audit costs**

7. The Fund requested a total of \$3,120,000 before recosting, to cover external (\$786,400) and internal (\$2,333,600) audit costs, representing an increase of 7.5 per cent compared with the original appropriation for the biennium 2016-2017.

### **Board expenses**

8. Resources in the amount of \$965,600 before recosting were requested to cover the costs of two Board sessions, travel expenses of the Chair and the various committees of the Board, the travel of representatives of the Federation of Associations of Former International Civil Servants to the annual sessions of the Board, and a provision for actuarial services for the Assets and Liabilities Monitoring Committee. This amount remains the same as the original appropriation for the biennium 2016-2017.

### **Extrabudgetary funding**

9. Resources in the amount of \$164,700 before recosting were requested for one General Service (Other level) post to be funded by member organizations participating in the after-service health insurance scheme.

### **Emergency Fund**

10. An amount not to exceed \$225,000 was requested to supplement the Emergency Fund.

### **Budget Working Group**

11. Comments and recommendations of the Budget Working Group, endorsed by the Board, are set out below.

12. In accordance with the decision made by the Board at its sixty-third session (see [A/71/9](#), para. 465), the Budget Working Group began its work on 8 July 2017.
13. The final composition of the working group was as follows:
- Mr. V. Yossifov (World Intellectual Property Organization), representing Governing Bodies
  - Mr. H. Kozaki (United Nations), representing Governing Bodies
  - Mr. D. Thatchaichawalit (United Nations), representing Executive Heads
  - Ms. T. Dayer (World Intellectual Property Organization), representing Executive Heads
  - Mr. S. Koufane (International Labour Organization), representing Participants
  - Mr. J. Levins (World Food Programme), representing Participants
  - Mr. W. Sach (Federation of Associations of Former International Civil Servants), representing pensioners
  - Mr. M. Breschi (Federation of Associations of Former International Civil Servants), representing pensioners
14. The working group had before it the following documents: revised budget estimates for the biennium 2016-2017 and budget estimates for the biennium 2018-2019 (JSPB/64/R.15 and accompanying supplementary information). The working group benefited from valuable interactions with the members of the Fund secretariat and the Investment Management Division (IMD).

#### **Performance report for the biennium 2016-2017**

15. The working group considered the proposed revised final appropriations for the biennium 2016-2017.
16. The working group noted that the expenditure projection for the Fund secretariat remains high during the current biennium, primarily due to the implementation of the Integrated Pension Administration System (IPAS) and the surge of the increase in separations, which require additional resources to face the increase in workload.
17. The Fund secretariat incurred expenditure beyond the revised budget estimate under other staff costs and contractual services, relating to additional processing capacity, the end to end review project, communications and information technology services. After the approval of the revised budget estimate in 2016, the Fund continued to experience a surge in separations and delays in the processing of pension benefits. This was also in response to two critical recommendations from the Office of Internal Oversight Services (OIOS) regarding (i) delays in benefit processing and (ii) a lack of attention to call volumes and email communications. The additional expenditure incurred by the Fund secretariat constitutes a redeployment of resources within the Fund. The entire Fund (Secretariat and IMD) stayed within the limitations of the revised budget estimate approved by the GA in 2016.
18. The working group recommends approval of the budget estimates for the biennium 2016-2017 as proposed by the Fund.

#### **Budget estimates for the biennium 2018-2019**

19. The working group commends the secretariat and the IMD for the well-prepared documentation and for their efficient and collaborative support in preparing the budget recommendations set out below, and expresses its gratitude to the Chief

Executive Officer, the Representative of the Secretary-General and their staff for being available to discuss and clarify the budget proposal in detail.

20. In its deliberations, the working group also took into account relevant comments made by the Audit Committee, the external and internal auditors, the Investments Committee and the Assets and Liabilities Monitoring Committee.

21. The working group reviewed the development of participants and beneficiaries in recent years in comparison to the resources in the Fund secretariat over the previous 5 biennia. It was concluded that the growth in the workload of the Fund secretariat represented by the number of participants and beneficiaries, and the number of benefits processed has grown substantially faster than the increase of Fund secretariat staff. This is a long-standing development. The maturing of the Fund has resulted in significant workload increase, as the effort required to process of pension benefits and ensuring the payroll for the beneficiaries is significantly higher than the administration of participants. In view of the preceding, the proposal of the working group aims to maintain the capacity of the secretariat to cope with this increasing workload in the short and medium term.

### **Recruitment, staffing and general temporary assistance**

22. The working group noted the efforts made in the recruitment process by the Fund secretariat and IMD. As of 15 July 2017, there was a total of 18 vacant posts in the Professional and higher categories which represents 8 vacant posts (11.6%) in Fund secretariat and 10 vacant posts (17.5%) in IMD. The senior management of the Fund informed the group that all these posts are under active recruitment and some are in final stages of recruitment process with some of the selected candidates joining the Fund in a few months.

23. In particular, the working group noted that in line with the recommendations of the previous Board, the positions of the Chief Financial Officer, Director of the IMD, Chief Operating Officer of the IMD, and Chief Information Officer have been filled. The working group welcomes the progress made and recommends that efforts are continued to fill the remaining senior vacant positions expeditiously.

### **Resource proposals**

#### **Administration**

24. In addition to the aforementioned considerations, the working group took into account two priorities presented by the Fund: strengthening the client services of the Fund and continued enhancement of the Fund's operational systems.

25. As requested by the Board in its report of 2016 (paragraph 250, [A/71/9](#)), the Budget Working Group has been provided with the briefing on the cost sharing arrangement. The Budget Working Group recognizes that the "UN share of UNJSPF's budget" reflects the cost sharing arrangement between the UN and UNJSPF. UNJSPF serves as the Secretary of the Staff Pension Committee (SPC) for the UN and in return receives a refund of a determined percentage of the cost of all posts in the Fund secretariat and related costs, which is expressed in the "UN share of UNJSPF's budget". In addition the UN provides a number of services for UNJSPF such as administrative services.

26. The working group recommends that, in preparation for the next budget cycle, the UN and the UNJSPF review the current arrangement including the estimates of the cost of those services provided by both parties.

*Post resources*

27. Having reviewed the proposal for new posts and following dialogue with representatives of the secretariat, the working group agreed to nine new posts and two reclassifications as follows:

Table 2  
**New posts and reclassifications**

<i>Section</i>	<i>Action</i>	<i>Post</i>	<i>Number</i>	<i>Category</i>
<b>Administration</b>				
<b>Programme of work</b>				
Operations				
	New post	Deputy Chief of Section, Pension Entitlements	1	P-4
	New post	Benefits Officer	1	P-3
Client Services and Outreach				
	New post	Chief of Services	1	D-1
	New post	Senior Public Information Officer	1	P-5
	New post	Programme Officer	1	P-4
	New post	Benefits Officer	2	P-3
Financial Services				
	New post	Chief of Section, Accounts	1	P-5
	New post	Chief of Unit, Payroll	1	P-4
<b>Total new posts</b>			<b>9</b>	
<b>Programme Support</b>				
Information Management Systems Service				
	Reclassification	Administrative Officer	1	P-3 to P-4
Human Resources Unit <sup>a</sup>				
	Reclassification	Human Resources Officer	1	P-4 to P-3
<b>Total reclassifications</b>			<b>2</b>	

<sup>a</sup> Includes reclassification of Executive Officer post to Senior Human Resources Officer (P-5 to P-5).

28. With regard to one of the requested posts in the Office of the Chief Executive Officer (Senior Programme Officer (P-5)), the working group proposes general temporary assistance funding for 24 months at the P-5 level instead of the establishment of the post.

*Non-post resources*

Table 3  
**General temporary assistance positions**

<i>Section</i>	<i>Position title</i>	<i>Number</i>	<i>Category</i>	<i>Period (months)</i>
<b>Administration</b>				
<b>Office of the Chief Executive Officer</b>				
	Senior Programme Officer	1	P-5	24
	Senior Meeting Services Assistant	1	GS-PL	6

<i>Section</i>	<i>Position title</i>	<i>Number</i>	<i>Category</i>	<i>Period (months)</i>
<b>Programme of work</b>				
<b>Operations</b>				
	Benefits Officer	1	P-3	24
	Benefits Assistant	11	GS-OL	18
<b>Client Services and Outreach</b>				
	Benefits Officer	1	P-3	18
	Benefits Assistant	2	GS-OL	18
<b>Financial Services Section</b>				
	Accountant	1	P-3	18
	Finance and Budget Officer (BU)	1	P-3	24
	Accounting Assistant (PU)	1	GS-OL	24
	Accounting Assistant (CU)	1	GS-OL	24
	Accounting Assistant (AU)	1	GS-OL	24
<b>Risk Management and Legal Services Section</b>				
	Risk Officer	1	P-3	24
<b>Geneva Office</b>				
	Benefits Officer (PES)	1	P-3	24
	Senior Benefits Assistant (PES)	1	GS-PL	18
	Benefits Assistant (PES)	8	GS-OL	18
	Statistical Assistant (PES)	1	GS-OL	18
	Finance Assistant	2	GS-OL	24
	Benefits Assistant (CS)	2	GS-OL	18
	Documents Management Assistant (CS)	1	GS-OL	18
<b>Programme Support</b>				
<b>Information Management Systems Service</b>				
	Chief of the Pension Interface Unit	1	P-4	24
	Programmer/Analyst	1	P-3	24
	Business Intelligent System Analyst	1	P-3	24
	Information Systems Officer	2	P-3	24
	Team Assistant	1	GS-OL	24
	Facilities Management Assistant	1	GS-OL	18
<b>Total</b>		<b>46</b>		

29. The working group supported the request for non-post resources subject to the following modifications:

(a) General temporary assistance: adjustments are reflected in table 3. The Fund secretariat requested the GTA resources equivalent to 63 GTA positions for the 2018-19 biennium. The working group after careful review of the work requirements has decided to support 46 GTA positions in the Fund secretariat. These resources will be utilized to process not yet actionable cases which had not been prioritized in the biennium 2016-2017 (e.g. deferred benefits). They are also requested to maintain the flexible task force addressing the volatility of processing needs for benefits in addition to the core workforce already in place. The working group recommended the Fund to reassess the optimal combination of core staff and flexible task force including regularization of GTA positions into the core workforce if needed.

(b) Contractual service: the amount proposed for the maintenance, production support and any unforeseen changes to be addressed in accordance with new regulatory requirements or mandates under contractual services is reduced by \$200,000, at each office (Operations, Client Services and Financial Services), with a total of \$600,000.

30. Table 4 summarizes the recommendations on administrative resources. The proposed total of \$105,018,900 represents an increase of \$13,640,500, or 14.9 per cent, compared with the biennium 2016-2017.

Table 4

**Total administrative resources**

(Thousands of United States dollars, before recosting)

Posts	49 705.5
Other staff costs	12 836.1
Hospitality	6.2
Consultants and experts	225.5
Travel of representatives	–
Travel of staff	1 116.9
Contractual Services	21 145.6
General Operating Expenses	17 558.9
Supplies and materials	209.1
Furniture and equipment	2 215.1
<b>Total</b>	<b>105 018.9</b>

**Investment Management Division**

31. The working group considered the necessity to maintain and upgrade the internal capacity of the IMD including investment strategy and risk management as inherent functions of the IMD.

*Post resources*

32. There are no additional posts proposed for the biennium 2018-2019.

*Non-post resources*

Table 5

**General temporary assistance positions**

<i>Section</i>	<i>Position title</i>	<i>Number</i>	<i>Category</i>	<i>Period (months)</i>
<b>Executive direction and management</b>				
Office of the Representative of the Secretary-General				
	Legal Officer in OLA	1	P-4	24
	Procurement Officer in PD	1	P-4	24
	Administrative Assistant in Office of RSG	1	GS-OL	24
<b>Programme of work</b>				
Risk and Compliance Section				
	Risk and Compliance Officer	1	P-4	24
	Compliance assistance	1	GS-PL	24
Operations and Information Systems Section				

<i>Section</i>	<i>Position title</i>	<i>Number</i>	<i>Category</i>	<i>Period (months)</i>
	<b>Operations</b>			
	Associate Accountant Private Funds (Middle Office)	1	P-2	18
	Associate Finance Officer (Back Office)	1	P-2	24
	Senior Finance Assistant (Middle Office)	1	GS-PL	18
	<b>Information Systems Section</b>			
	Project Manager	1	P-4	24
	Service Desk Manager	1	P-3	18
	Information Systems Officer (Business Applications)	1	P-3	18
	Service Desk Support	1	GS-OL	18
	Project Support	1	GS-OL	18
	<b>Total</b>	<b>13</b>		

33. The working group supported the request for all non-post resources subject to the following modifications:

(a) General temporary assistance: adjustments are reflected in table 5. Given the amount of time required for recruitment, new positions proposed under this budget line are costed for 18 months;

(b) Investments Section: approve at the maintenance level (\$919,800) with a reduction of \$1,080,200 for contractual services related to the global strategy advisor;

(c) Risk and Compliance Section: reduction of the proposed amount by 50% approving \$1,020,000 for contractual services related to non-discretionary risk advisor;

(d) Operations and Information Systems Section: conditionally approve \$5,000,000 for the implementation of the recommendations from the pending Target Operating Model study (TOM), with an initial release of \$2,000,000 in the first year. The remaining amount of \$3,000,000 will be released upon the review and approval by the board at its next session in 2018, of the roadmap for the implementation of the various components of the project as identified in the study.

34. Table 6 summarizes the recommendations regarding IMD resources. The proposed total of \$85,586,400 represents an increase of \$777,700, or 0.9 per cent, compared with the biennium 2016-2017.

Table 6

**Total investment resources**

(Thousands of United States dollars, before recosting)

Posts	25 818.6
Other staff costs	3 519.0
Hospitality	27.0
Consultants and experts	1 080.0
Travel of representatives	682.5
Travel of staff	1 488.5
Contractual Services	43 422.4
General Operating Expenses	8 136.7
Supplies and materials	60.0
Furniture and equipment	1 351.7
<b>Total</b>	<b>85 586.4</b>

35. Table 7 summarizes the total post requirements as recommended by the Budget Working Group.

Table 7  
**Human resources requirements**

Category	Established posts		Temporary posts		Extrabudgetary posts		Total	
	2016-20 17	2018-20 19	2016-20 17	2018-20 19	2016-20 17	2018-20 19	2016-20 17	2018-20 19
<i>Administrative</i>								
<b>Professional and higher</b>								
Assistant Secretary-General	1	1	–	–	–	–	1	1
D-2	1	1	–	–	–	–	1	1
D-1	5	6	–	–	–	–	5	6
P-5	10	12	–	–	–	–	10	12
P-4	21	24	–	–	–	–	21	24
P-3	30	33	–	–	–	–	30	33
P-2/1	1	1	–	–	–	–	1	1
<b>Subtotal</b>	<b>69</b>	<b>78</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>69</b>	<b>78</b>
<b>General Service</b>								
Principal level	10	10	–	–	–	–	10	10
Other level <sup>a</sup>	107	107	–	–	1	1	108	108
<b>Subtotal</b>	<b>117</b>	<b>117</b>	<b>–</b>	<b>–</b>	<b>1</b>	<b>1</b>	<b>118</b>	<b>118</b>
<b>Total administrative</b>	<b>186</b>	<b>195</b>	<b>–</b>	<b>–</b>	<b>1</b>	<b>1</b>	<b>187</b>	<b>196</b>
<i>Investment</i>								
<b>Professional and higher</b>								
Assistant Secretary-General	1	1	–	–	–	–	1	1
D-2	1	1	–	–	–	–	1	1
D-1	4	4	–	–	–	–	4	4
P-5	10	10	–	–	–	–	10	10
P-4	23	23	–	–	–	–	23	23
P-3	17	17	–	–	–	–	17	17
P-2	1	1	–	–	–	–	1	1
<b>Subtotal</b>	<b>57</b>	<b>57</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>57</b>	<b>57</b>
<b>General Service</b>								
Principal level	14	14	–	–	–	–	14	14
Other level	14	14	–	–	–	–	14	14
<b>Subtotal</b>	<b>28</b>	<b>28</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>28</b>	<b>28</b>
<b>Total investment</b>	<b>85</b>	<b>85</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>85</b>	<b>85</b>
<b>Total Pension Fund</b>	<b>271</b>	<b>280</b>	<b>–</b>	<b>–</b>	<b>1</b>	<b>1</b>	<b>272</b>	<b>281</b>

<sup>a</sup> One extrabudgetary General Service (Other level) post funded by member organizations.

**Audit costs**

36. The working group supports the requested audit costs with the exception of the amount of \$190,800 for sharing the office space at Innovation Luggage building.

**Pension Board and other expenses**

37. The working group supports the requested Pension Board costs.

38. The Pension Board expects the Chief Executive Officer and the Representative of the Secretary-General to provide adequate resources (financial and administrative support) to ensure the proper and efficient functioning of the various committees and bodies of the Pension Board (for example, the Assets and Liabilities Monitoring Committee, the Audit Committee, the Budget Working Group, the Committee of Actuaries and the Contact Group). Furthermore, the Chief Executive Officer and the Representative of the Secretary-General should provide full, unlimited and timely access to all information needed and requested by the various committees and bodies of the Pension Board.

**Extrabudgetary funding**

39. The working group supported the resources for one General Service (Other level) staff member to be funded by member organizations participating in the after-service health insurance scheme.

**Final conclusion**

40. The working group engaged in dialogue with management and noted that the Fund expects surges of at least 2,000 or more separations per year during the next biennium, or around 20 per cent above the normal annual volume, mainly due to the closing or downsizing of peacekeeping missions and other possible downsizing in member organizations.

41. Further, the working group noted the direct relationship of downsizing of the United Nations or other member organizations and increases in the Fund's workload, indicating that the next biennium could result in significant additional work for the Fund, in which the recently achieved servicing rates would not be met or maintained without the staff and other resources supported by the working group in the budget request. The working group also noted the continuous trend of growth of the population receiving periodic benefits as well as its aging.

42. While the United Nations or other member organizations are downsizing, the Fund must be provided with adequate resources in order to maintain the current level of service established in 2017. The Fund informed the working group of the recently reported processing results, whereby 80 per cent of the cases are processed within the month received, as well as the initiatives relating to client services. The working group considered the initiatives and processing results and concurred that these had been very positive and should be maintained.

43. At the same time, the group was mindful of the changes made in the past to the Fund's budgetary requests by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and the General Assembly. Further, the Budget Working Group considered not only efficiency goals but also balanced these with considerations of the Fund's immediate needs, trends in growth of volume, aging, regional dispersion and increased complexity as well as the significant efforts and positive results from processing and initiatives to meet the demand for more and expanded services.

*Discussion in the Board*

44. The Chair of the working group introduced the report of the group and expressed his gratitude to the CEO, the RSG and their staff for their budget proposals and support during the deliberations. The Chair also thanked the members of the Budget Working Group for their contributions and noted that the group had worked effectively. He noted that the decisions of the group have been unanimous.

45. It was noted that in reviewing the proposal, the working group took into account four key factors: (a) the balance between flexibility needed by the Fund and the stability in the staffing requirements with regards to general temporary assistance positions; (b) the continued need to enhance the Integrated Pension Administration System (IPAS); (c) the Fund's increasing workload as a result from downsizing in other organizations; and (d) the balance between the use of internal and external resources to achieve greater efficiency and cost-effectiveness.

46. The Board expressed support for the proposal of the Budget Working Group and thanked the members of the working group for their efforts. The Board also thanked the Fund secretariat and the Investment Management Division for having provided extensive budget documentation and additional information.

47. The governing bodies group noted that the proposal should allow the Fund to continue to deliver on agreed initiatives for the strengthening of the financial services, operations and client services of the Fund.

48. The executive heads group stated that the increased budget should support a renewed focus on the implementation of the core functions of the Fund and continue to strengthen the Geneva Office.

49. The executive heads group stated that the increased budget should support the Fund to achieve the objectives approved by the Board, particularly to concentrate on the stabilization of the core functions, to mitigate risks and resolve audit recommendations. In representation of the agencies being serviced by the Geneva Office, the executive heads group asked to continue strengthening the capacity of the Office to service their clients (beneficiaries and SPCs) and the office's authority to support the activities and decisions of the agencies. It would be useful where quantitative targets set in the budget against which performance could be measured.

50. The participants group recommended that strengthening of client services should incorporate monitoring through additional performance indicators following the results based budgeting methodology. Participants group also encouraged a future strengthening of budgeting based on the achievement of strategic goals and objectives.

51. A member of the participants group expressed concern at the top heavy nature of the budget and growth that was felt to be not necessarily linked to performance in the administrative section.

**Recommendations of the Board**

**52. On the basis of the recommendations of the working group, the Pension Board approved, for submission to the General Assembly, the proposed budget estimates amounting to \$195,230,800 after recosting, comprising administrative costs (\$104,048,500), investment costs (\$87,269,800), audit costs (\$2,906,000) and Board expenses (\$1,006,500). This amount would be apportioned \$172,348,900 to the Fund and \$22,881,900 to the United Nations under the cost-sharing arrangement.** Table 8 summarizes the total estimates at, before and after recosting for the biennium 2018-2019.

Table 8  
**Summary of total estimates for the biennium 2018-2019**

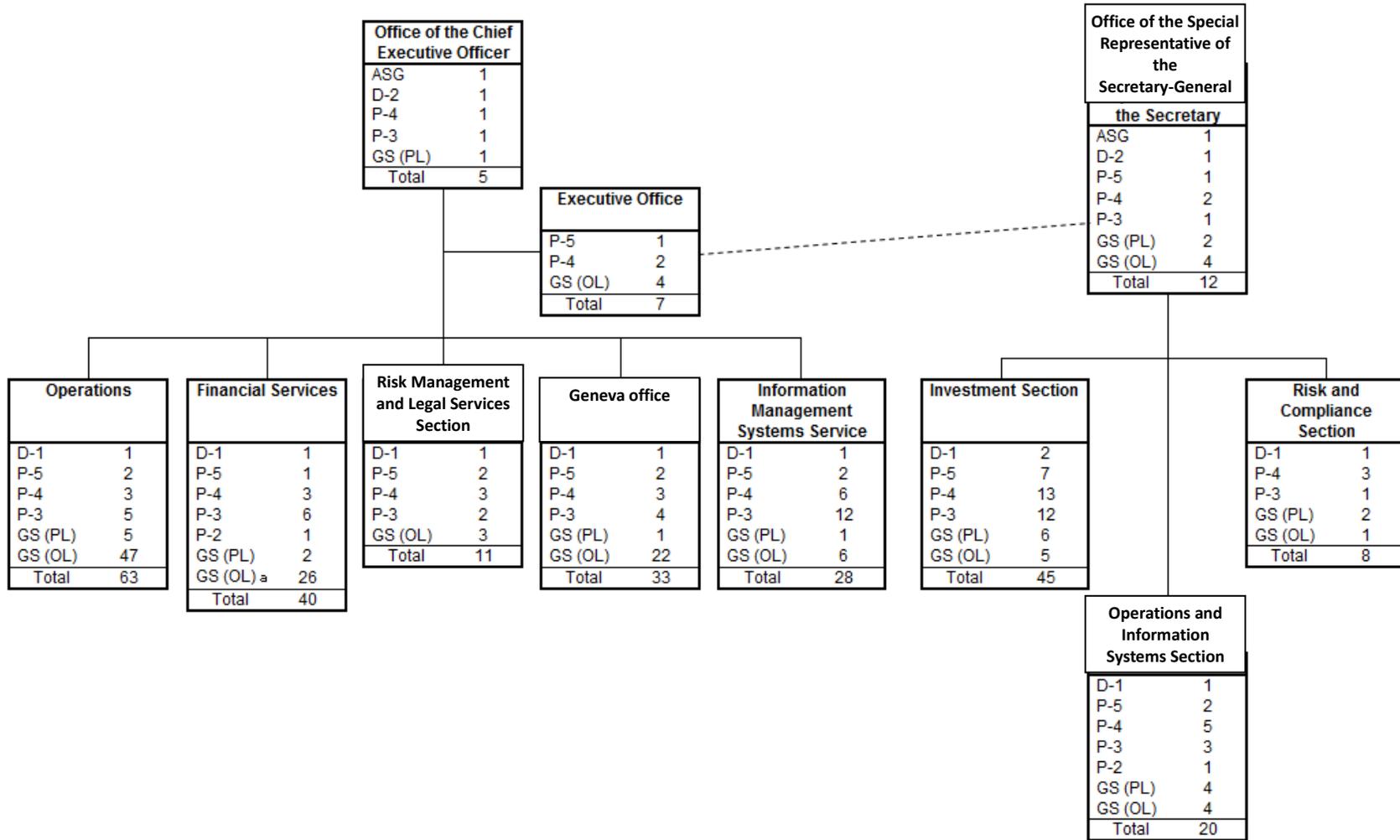
(Thousands of United States dollars)

<i>Category</i>	<i>Total before recosting</i>	<i>Apportionment</i>		<i>Total after recosting</i>
		<i>United Nations</i>	<i>Pension Fund</i>	
A. Administration costs	105 018.9	22 397.5	81 651.0	104 048.5
B. Investment costs	85 586.4	–	87 269.8	87 269.8
C. Audit costs	2 929.2	484.4	2 421.6	2 906.0
D. Board expenses	965.6	–	1 006.5	1 006.5
<b>Total</b>	<b>194 500.1</b>	<b>22 881.9</b>	<b>172 348.9</b>	<b>195 230.8</b>
Extrabudgetary operational activities	164.7	–	162.4	162.4

53. In addition, the Board approved resources amounting to \$162,400 from extrabudgetary funding for one General Service (Other level) post to be funded by member organizations participating in the after-service health insurance scheme and an amount not to exceed \$225,000 for the Emergency Fund.

Annex II

Approved organization chart for the United Nations Joint Staff Pension Fund for the biennium 2016-2017

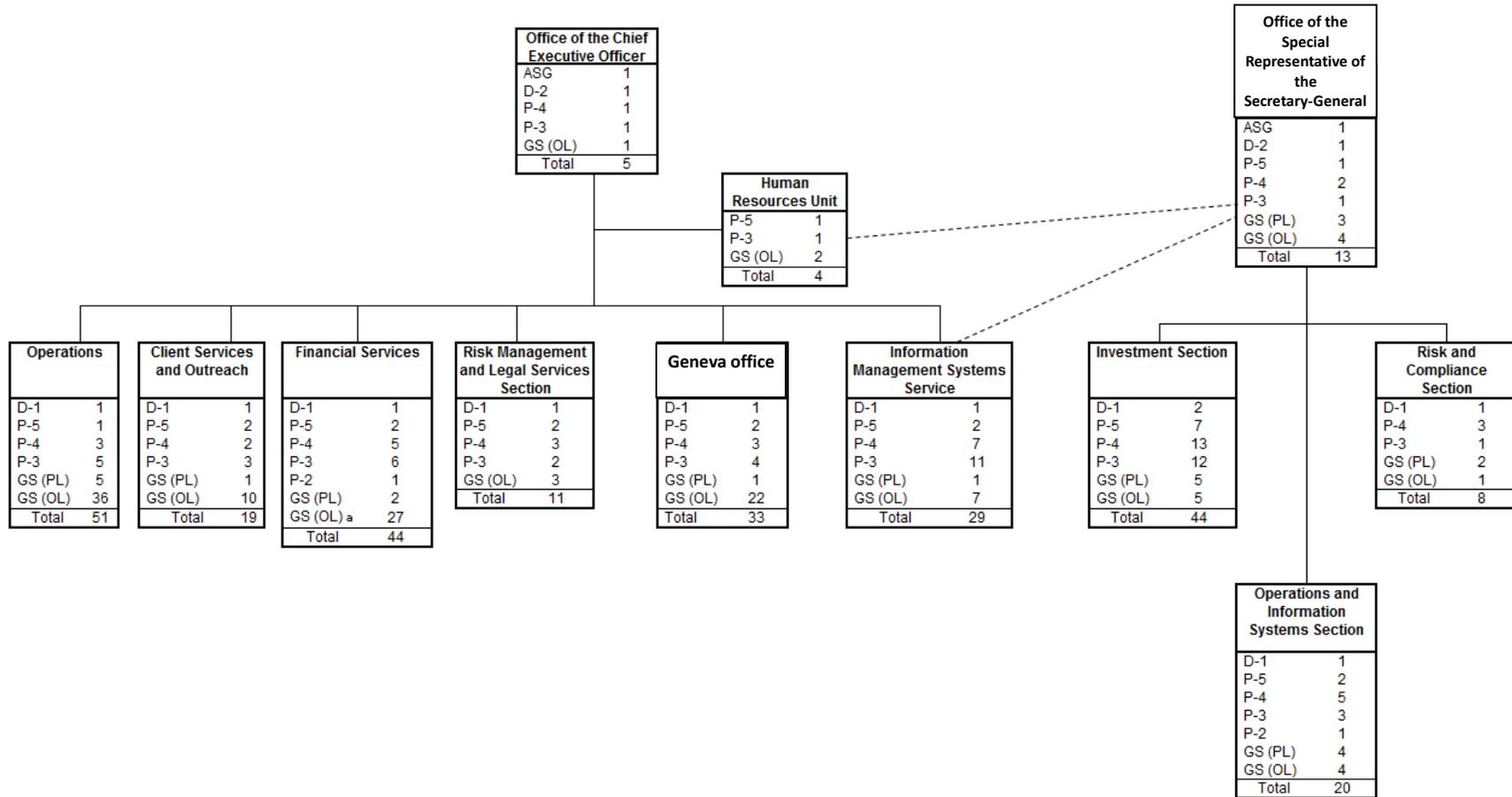


Abbreviations: ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level.

<sup>a</sup> One extrabudgetary General Service (Other level) post is funded by member organizations.

### Annex III

## Proposed organization chart for the United Nations Joint Staff Pension Fund for the biennium 2018-2019



Abbreviations: ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level.

<sup>a</sup> One extrabudgetary General Service (Other level) post is funded by member organizations.

## Annex IV

## Number of participants in the United Nations Joint Staff Pension Fund by member organization as at 31 December 2016

Member organization	Number of participants																	
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
United Nations <sup>a</sup>	44 958	50 126	54 953	56 287	57 541	59 542	64 092	68 853	74 575	79 933	82 576	85 617	85 289	86 190	85 721	84 476	86 880	87 111
International Labour Organization	2 612	2 650	2 612	2 650	2 747	2 863	3 044	3 221	3 330	3 261	3 366	3 572	3 642	3 741	3 697	3 644	3 760	3 706
Food and Agriculture Organization of the United Nations	5 340	5 315	5 344	5 447	5 648	5 822	5 918	5 774	5 735	5 722	6 011	6 145	6 243	6 081	6 032	9 558	10 062	10 318
United Nations Educational, Scientific and Cultural Organization	2 629	2 452	2 414	2 437	2 517	2 528	2 508	2 469	2 526	2 553	2 602	2 632	2 651	2 520	2 442	2 376	2 445	2 412
World Health Organization	6 409	6 817	7 375	8 181	8 966	9 498	9 932	10 072	10 157	10 435	11 029	10 986	10 774	10 391	10 153	10 091	10 536	10 724
International Civil Aviation Organization	841	867	873	883	863	863	826	806	795	775	784	791	777	778	745	769	787	798
World Meteorological Organization	327	329	322	310	303	287	302	334	332	319	315	309	307	308	315	327	350	351
General Agreement on Tariffs and Trade <sup>b</sup>	7	4	3	1														
International Atomic Energy Agency	2 068	2 076	2 125	2 168	2 207	2 217	2 261	2 278	2 273	2 229	2 245	2 307	2 363	2 447	2 464	2 517	2 666	2 681
International Maritime Organization	315	325	330	340	344	351	343	338	337	320	323	313	312	308	291	290	284	284
International Telecommunication Union	965	953	967	1 006	971	875	871	854	843	823	831	830	822	834	814	781	779	768
World Intellectual Property Organization	955	1 033	1 106	1 189	1 240	1 206	1 166	1 130	1 134	1 139	1 154	1 156	1 161	1 173	1 242	1 246	1 233	1 225
International Fund for Agricultural Development	338	344	383	435	462	488	506	502	519	526	534	540	549	556	540	560	578	595
International Centre for the Study of the Preservation and Restoration of Cultural Property	35	37	33	36	34	39	39	40	38	37	36	34	32	34	33	32	33	37

Member organization	Number of participants																	
	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
European and Mediterranean Plant Protection Organization	12	12	12	11	11	11	11	12	12	13	13	13	14	13	13	15	17	18
United Nations Industrial Development Organization	851	810	813	821	786	791	783	753	759	779	825	826	775	769	735	713	697	669
International Centre for Genetic Engineering and Biotechnology	142	145	145	150	152	162	171	173	177	191	194	190	189	183	184	177	171	168
World Tourism Organization	78	79	79	83	88	95	90	99	100	95	95	95	98	97	97	98	97	91
International Tribunal for the Law of the Sea	25	27	30	33	34	34	36	36	36	38	34	34	37	36	38	36	38	39
International Seabed Authority	28	31	28	34	34	28	30	29	29	32	31	32	31	32	35	30	33	35
International Criminal Court <sup>c</sup>						298	431	578	719	809	865	908	974	936	914	958	1 004	1 099
Inter-Parliamentary Union <sup>d</sup>							37	40	45	45	48	49	45	46	47	45	46	47
International Organization for Migration <sup>e</sup>									2 059	2 419	3 134	3 261	3 263	3 326	3 428	3 536	3 924	4 624
Special Tribunal for Lebanon <sup>f</sup>											259	329	371	396	412	436	472	462
<b>Total participants</b>	<b>68 935</b>	<b>74 432</b>	<b>80 082</b>	<b>82 715</b>	<b>85 245</b>	<b>88 356</b>	<b>93 683</b>	<b>98 431</b>	<b>106 566</b>	<b>112 804</b>	<b>117 580</b>	<b>121 138</b>	<b>120 774</b>	<b>121 098</b>	<b>120 294</b>	<b>122 759</b>	<b>126 892</b>	<b>128 262</b>
<b>Total member organizations</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>21</b>	<b>22</b>	<b>22</b>	<b>23</b>							

<sup>a</sup> The number of United Nations participants for 2006 was revised downward by 2, from 68,855 to 68,853.

<sup>b</sup> The General Agreement on Tariffs and Trade withdrew from the United Nations Joint Staff Pension Fund as from 31 December 1998.

<sup>c</sup> The International Criminal Court became the twentieth organization member of the Fund as at 1 January 2004.

<sup>d</sup> The Inter-Parliamentary Union became the twenty-first member as at 1 January 2005.

<sup>e</sup> The International Organization for Migration became the twenty-second member as at 1 January 2007.

<sup>f</sup> The Special Tribunal for Lebanon became the twenty-third member as at 1 January 2009.

## **Annex V**

### **Financial statements of the United Nations Joint Staff Pension Fund for the year ended 31 December 2016**

The present annex includes the financial statements, related schedule and statistical tables of the United Nations Joint Staff Pension Fund for the year ended 31 December 2016. The documentation consists of the following items:

1. Certification of the financial statements
  - Statement of internal control for the year ended 31 December 2016
2. Financial report for the year ended 31 December 2016
3. Financial statements for the year ended 31 December 2016
  - I. Statement of net assets available for benefits
  - II. Statement of changes in net assets available for benefits
  - III. Cash flow statement
  - IV. Statement of comparison of budget and actual amounts on a comparable basis in relation to administrative expenses for the year ended 31 December 2016
4. Notes to the financial statements
  - Appendix. Statistics on the operations of the United Nations Joint Staff Pension Fund
    - Table 1 Number of participants
    - Table 2 Benefits awarded to participants or their beneficiaries during the year ended 31 December 2016
    - Table 3 Analysis of periodic benefits for the year ended 31 December 2016

## 1. Certification of the financial statements

### **Letter dated 24 April 2017 from the Chief Financial Officer of the United Nations Joint Staff Pension Fund addressed to the Chair of the Board of Auditors**

The financial statements of the United Nations Joint Staff Pension Fund for the year ended 31 December 2016 have been prepared in accordance with the International Public Sector Accounting Standards (IPSAS), as issued by the International Public Sector Accounting Standards Board, and International Accounting Standard (IAS) 26, Accounting and reporting by retirement benefit plans, as issued by the International Accounting Standards Board. The summary of significant accounting policies applied in the preparation of the financial statements is included in the notes to the financial statements. The notes provide additional information on and clarification of the financial activities undertaken by the Fund during the period covered by these statements.

I certify that the appended financial statements of the United Nations Joint Staff Pension Fund are correct in all material respects.

*(Signed)* Karl-Ludwig W. **Soll**  
Chief Financial Officer  
United Nations Joint Staff Pension Fund

## **Statement of internal control for the year ended 31 December 2016**

### **Scope of responsibility**

The United Nations Joint Staff Pension Fund was established by the General Assembly in 1949 to provide retirement, death, disability and related benefits for staff of the United Nations and the other international organizations admitted to membership in the Fund. The Fund is a multiple employer, defined benefit plan and is governed by the United Nations Joint Staff Pension Board, a staff pension committee for each member organization and a secretariat to the Board and to each such committee.

The Chief Executive Officer of the Fund, who is also the Secretary of the Board, discharges the Board's responsibility for the administrative supervision of the Fund secretariat. The Chief Executive Officer, under the authority of the Board, collects contributions, ensures record keeping for the Fund secretariat, certifies benefit payments and deals with other matters related to the Fund's participants and beneficiaries. The Chief Executive Officer is also responsible for ensuring actuarial matters are addressed with a view to maintaining the long-term sustainability and financial health of the Fund.

The investment of the assets of the Fund is the responsibility of the Secretary-General. The Secretary-General has delegated his authority and responsibility to act on his behalf in all matters involving his fiduciary duties related to the investment of the assets of the Fund to the Representative of the Secretary-General for the investment of the assets of the United Nations Joint Staff Pension Fund. The Representative has delegated responsibility for the management and accounting of the investments of the Fund. The Representative exercises this duty and makes investment decisions after consultation with the Investments Committee and in the light of observations made from time to time by the Pension Board on investment policy.

The Chief Executive Officer and the Representative of the Secretary-General are responsible for establishing and maintaining a sound system of internal controls, in their respective areas of responsibility, to ensure the accomplishment of objectives, the economic use of resources, the reliability and integrity of information, compliance with rules and regulations and the safeguarding of assets.

### **Purpose of the system of internal control**

The system of internal control is designed to reduce and manage rather than eliminate the risk of failure to achieve the objectives of the Fund and to improve performance. Therefore, it can only provide a reasonable and not absolute assurance of effectiveness. Internal control is an ongoing process, effected by the Fund's governing bodies, senior management and other personnel, designed to provide reasonable assurance concerning the achievement of the following internal control objectives:

- Effectiveness and efficiency of operations
- Reliability of financial reporting
- Compliance with applicable rules and regulations

The Pension Fund statement of internal control is related to the internal control objective of reliability of financial reporting, and therefore its scope is limited to the effectiveness of internal controls over financial reporting as at 31 December 2016.

### **Capacity to handle risk**

The Pension Fund has implemented a governance structure, management process and internal and external oversight mechanisms to adequately identify, assess, manage, monitor and report the risks inherent to its operations. The enterprise-wide risk management framework adopted by the Fund reflects the nature of its operations and development as well as its specific requirements.

The Pension Fund internal control policy, approved in May 2014, defines internal control objectives, components and responsibilities, as well as the lines of defence in terms of internal control, which include: (a) management; (b) risk management and compliance sections; (c) internal audit; and (d) external audit. The Fund's internal controls over financial reporting provide reasonable assurance that assets are safeguarded, transactions are properly recorded and authorized and there are no material misstatements in the financial statements.

### **Pension Fund risk management and internal control framework**

The purpose of the enterprise-wide risk management framework is to identify events that may affect the Pension Fund and manage risk within the Fund's risk appetite. The Fund's risk management framework includes the following components:

- *Risk management governance.* The operation of the risk management framework is supported by the full ownership and accountability of the Pension Board, management and staff for risk management activities. Specialized committees conduct oversight and provide advice to the Pension Board on risk management and internal control, as follows:
  - The Audit Committee oversees the work of internal and external auditors and receives information on the operation of the risk management and internal control framework.
  - The Assets and Liabilities Monitoring Committee advises the Board on risk management, funding policy, asset-liability management and investment policy matters.
- *Enterprise-wide risk management policy.* The policy provides the basis for the operation of the risk management framework and specifies its applicability throughout the Fund. The enterprise-wide risk management methodology complements the policy and defines the steps, roles and responsibilities in the risk management process.
- *Enterprise-wide risk assessment.* The Fund conducts periodic risk assessment exercises, which serve as a basis for defining strategies to address the Fund's key risks.
- *Risk monitoring.* The Enterprise-wide Risk Management Working Group, chaired by the Chief Executive Officer of the Fund and the Representative of the Secretary-General, includes representatives from all units of the Fund and monitors the Fund's risk profile and the implementation of risk management strategies. Risk management officers promote the implementation of the enterprise-wide risk management framework, facilitate risk assessments, advise on the implementation of risk management strategies and monitor and report on the Fund's risk profile.

### **Review of the effectiveness of internal controls over financial reporting**

The Pension Fund has considered the *Internal Control-Integrated Framework* of the Committee of Sponsoring Organizations of the Treadway Commission as a

guideline for assessing its internal controls over financial reporting. The review by the Fund management of the effectiveness of internal controls over financial reporting as at 31 December 2016 was supported by:

- The preparation of the statement of internal control, which involved:
  - A scoping exercise to identify key processes, accounts and disclosures and their supporting key information and communications technology (ICT) services.
  - Identification of key financial reporting risks.
  - Identification and documentation of: (a) entity level controls; (b) key controls over financial reporting; and (c) key ICT general controls that support the operation of other controls over financial reporting.
  - Updating of process documentation.
  - Testing of the operational effectiveness of the key controls over financial reporting performed by management.
- Assertion letters on the effectiveness of internal controls over financial reporting, signed by key officers in the Fund secretariat and the Investment Management Division. These officers recognize their responsibility for maintaining and executing internal controls over financial reporting in their respective areas of responsibility and for reporting any deficiencies identified.
- An independent service auditor performed an independent service audit on the controls applied by Northern Trust, the independent master record keeper for the Fund's investments and a custodian bank for the investments. Additionally, the Fund received an independent service audit report from Citibank NA, a second custodian bank for the investment of the Fund. The audits were conducted in accordance with the standards defined by the American Institute of Certified Public Accountants and the International Auditing and Assurance Standards Board. Both audits concluded that in all material respects, the controls were suitably designed and operating effectively to provide reasonable assurance that control objectives would be achieved.
- An independent assurance provider was engaged to assess the effectiveness of managing information security risks of the new Integrated Pension Administration System, following the protocols defined by the International Organization for Standardization (ISO). In April 2016, the Fund secretariat obtained the ISO 27001 information security certification for the System, which provides assurances that the new system's operations and maintenance are in accordance with the information security management standard. The Fund secretariat is committed to maintaining the ISO 27001 certification, which is valid for three years, until March 2019.
- Independent auditors performed an International Standard on Assurance Engagements audit ISAE 3402 of the internal control framework of the United Nations International Computing Centre. The ISAE 3402 audit report provides an independent assessment of whether the Centre's controls are suitably designed and operated effectively. The ISAE 3402 audit report's conclusion was an unqualified opinion.
- The Audit Committee monitored the work of internal and external auditors and reviewed the results of audit examinations and the implementation of audit recommendations. The Representative of the Secretary-General and the Fund's Chief Executive Officer, Chief Financial Officer, Risk and Compliance Officers

and internal and external auditors had periodic meetings with the Audit Committee.

- In accordance with its mandate, the Office of Internal Oversight Services, as the internal auditors of the Fund, provided assurance that internal controls are adequate and functioning effectively. In the execution of a risk-based audit plan approved by the Audit Committee, the Office conducted audit examinations, including on high-risk areas, to provide assurance on the effectiveness of internal controls and identify control deficiencies. The Chief Executive Officer and the Representative of the Secretary-General, in their respective areas of responsibility, took appropriate actions to address recommendations resulting from internal audits. The Fund had no open critical audit recommendations as at 31 December 2016.
- In accordance with its mandate, the Board of Auditors, as the external auditors of the Fund, examined independently the financial statements, performing such tests and other procedures as the auditors considered necessary to express an opinion in their annual audit report. The external auditors were given full and unrestricted access to all financial records and related data and to the Fund's management and Audit Committee to discuss any findings related to the integrity and reliability of the Fund's financial reporting. The external audit report accompanies the financial statements.

#### **Significant internal control matters arising during the year**

The statement of internal control for the year ended 31 December 2016 draws attention to key areas with an impact on internal controls over financial reporting, as follows:

(a) In April 2015, the Fund secretariat issued its pension fraud awareness, reporting and escalation policy to promote awareness, prevent fraud, enhance the Fund's internal controls and establish guidelines on reporting and escalation of fraud-related concerns. The policy establishes that the Fund has zero tolerance for fraud, which implies that all fraud concerns will be reported and investigated and corrective actions taken when needed. In November 2016, the Investment Management Division issued its anti-fraud and anti-corruption policy as approved by the Representative of the Secretary-General. The fraud prevention policies issued separately by the Fund secretariat and the Investment Management Division supplement the Anti-Fraud and Anti-Corruption Framework of the United Nations Secretariat, issued in September 2016, and address specific pension fraud risks and investment fraud risks;

(b) The Integrated Pension Administration System was introduced in August 2015. During 2016, a series of enhancements and new functionalities were added to offer a wider range of services in the System, including the member self-service and the feature to track the receipt of the certificate of entitlement;

(c) The Fund's management, within its scope of responsibility, has successfully implemented various actions approved by the Pension Board at its sixty-third session, held in July 2016, to address temporary and structural challenges related to efficiency aspects of the processing of benefit entitlements and client servicing. Two critical audit recommendations related to benefit processing and client services have been remediated by management;

(d) Complementarily, the Fund secretariat is conducting jointly with the United Nations, the World Health Organization, the Food and Agriculture Organization of the United Nations, the World Food Programme and the United Nations Children's Fund a "holistic", or end-to-end, review from the separation of the staff (including human resources and payroll functions and the submission of accurate,

complete and timely documentation to the Fund) to the entitlement and payment functions in order to identify opportunities for improvement and streamlining the overall process. The results of the review will be presented to the Pension Board at its sixty-fourth session, in July 2017.

**Statement**

There are inherent limitations in the effectiveness of any internal control, including the possibility of human error or circumvention. Accordingly, even effective internal controls can provide only reasonable but not absolute assurance. Further, because of changes in conditions, the effectiveness of internal controls may vary over time.

The Chief Executive Officer and the Representative of the Secretary-General are responsible for establishing and maintaining a sound system of internal controls over financial reporting, in their respective areas of responsibility, to ensure the reliability and integrity of the financial statements.

Within the scope of our respective areas of responsibility, we are committed to addressing any weaknesses in internal controls over financial reporting identified during the year and to ensuring continuous improvement of internal controls.

Based on the above, we conclude that to our best knowledge and information there are no material weaknesses in internal controls over financial reporting, in our respective areas of responsibility, that would need to be raised in the present document for the year ended 31 December 2016.

*(Signed)* Sergio B. **Arvizú**  
Chief Executive Officer  
United Nations Joint Staff Pension Fund

*(Signed)* Carolyn **Boykin**  
Representative of the Secretary-General  
for the investment of the assets of the  
United Nations Joint Staff Pension Fund

24 April 2017  
New York

## **2. Financial report for the year ended 31 December 2016**

### **A. Introduction**

1. The United Nations Joint Staff Pension Fund was established by the General Assembly in 1949 to provide retirement, death, disability and related benefits for staff of the United Nations and the other international organizations admitted to membership in the Fund. The Fund is a multiple employer, defined benefit plan. There are currently 23 member organizations participating in the Fund. All participating organizations and employees contribute to the Fund on the basis of pensionable remuneration. The contribution rate is a fixed rate of 7.9 per cent for participants and 15.8 per cent for employers.

2. The Fund is governed by the United Nations Joint Staff Pension Board, made up of: (a) 12 members appointed by the United Nations Staff Pension Committee, four of whom are elected by the General Assembly, four from those appointed by the Secretary-General and four from those elected by the participants in service in the United Nations; and (b) 21 members appointed by the staff pension committees of the other member organizations in accordance with the rules of procedure of the Fund, seven of whom are chosen by the bodies of the member organizations corresponding to the General Assembly, seven from those appointed by the chief administrative officers of the member organizations and seven from those chosen by the participants in service.

3. The Fund is administered by the Pension Board, a staff pension committee for each member organization and a secretariat to the Board and to each such committee. The Chief Executive Officer of the Fund, who also serves as Secretary of the Pension Board, is appointed by the Secretary-General on the recommendation of the Pension Board.

4. The Chief Executive Officer is responsible for the administration of the Fund and for the observance, by all concerned, of the Regulations, Rules and Pension Adjustment System of the Fund. This includes responsibility for the establishment of policy; the administration of the Fund's operations and the overall supervision of its staff; the responsibility for the organization, servicing and participation of the Fund secretariat in the meetings of the Pension Board, its Standing Committee, the Audit Committee, the Committee of Actuaries, the Assets and Liabilities Monitoring Committee and other related bodies; the responsibility for representing the Board at meetings of the Fifth Committee of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the International Civil Service Commission and any other pertinent bodies; and serving as Secretary of the United Nations Staff Pension Committee. With regard to administrative services, the Fund utilizes the United Nations "machinery", including payroll, recruitment and other human resources functions; procurement; administration of justice; internal audit; and other administrative services. Within this framework, the Chief Executive Officer is responsible for providing some administrative support to the Investment Management Division.

5. The investment of the assets of the Fund shall be decided upon by the Secretary-General after consultation with the Investments Committee and in the light of observations and suggestions made from time to time by the Pension Board on the investments policy. The Secretary-General has delegated his authority and responsibility to act on his behalf in all matters involving his fiduciary duties related to the investment of the assets of the Fund to the Representative of the Secretary-General for the investment of the assets of the Fund. The Representative of the Secretary-General shall arrange for the maintenance of detailed accounts of all

investments and other transactions relating to the Fund, which shall be open to examination by the Pension Board.

6. The Integrated Pension Administration System went live on 1 August 2015 and has replaced several of the ageing information technology systems, including the United Nations Joint Staff Pension Fund Administration System and the Lawson accounting software.

## **B. Financial performance**

### **Changes in net assets available for benefits**

7. There was an increase in the net assets available for benefits for the year ended 31 December 2016 of \$2,358.1 million (2015 restated: deficit of \$753.5 million). This increase of \$3,111.6 million is largely attributable to investment income for the year.

8. Investment income for 2016 was \$2,667.1 million (2015: negative investment income of \$458.3 million). Investment income for 2016 comprised net appreciation in fair value of investments of \$2,262.1 million, dividend income of \$821.7 million and interest income of \$325.8 million, offset by foreign currency losses of \$679.9 million. The change in foreign currency losses included \$776.4 million realized foreign currency loss and \$96.5 million unrealized foreign currency gain. The increase of \$3,125.4 million from the prior year was largely driven by the increase in the fair value of equities and the decrease in foreign currency losses.

9. Total contributions (from participants: \$757.0 million; member organizations: \$1,506.2 million; and other contributions: \$10.3 million) for 2016 were \$2,273.5 million (2015: \$2,257.0 million), reflecting an increase of \$16.5 million (or 0.7 per cent) over the total contributions for 2015.

10. Benefit expenses for 2016 of \$2,506.1 million (2015 restated: \$2,498.0 million) reflected an increase of \$8.1 million (or 0.3 per cent) over the benefit expenses for 2015.

11. Administrative expenses for 2016 of \$74.8 million (2015: \$56.7 million) reflected an increase of \$18.1 million (or 31.9 per cent). The increase in administrative expense was due primarily to change in the actuarial value of the after-service health insurance of \$11.8 million from an actuarial gain of \$5.6 million in 2015 to an actuarial loss of \$6.2 million in 2016 and an increase in contractual services of \$2.5 million.

### **Statement of net assets available for benefits**

12. Net assets available for benefits as at 31 December 2016 were \$54,488.1 million (2015 restated: \$52,130.0 million), which is an increase of \$2,358.1 million (or 4.5 per cent).

13. Total Fund cash and cash equivalents as at 31 December 2016 were \$1,562.5 million (2015: \$1,488.1 million), which is an increase of \$74.4 million (or 5.0 per cent).

14. Total investments of the Fund at fair value as at 31 December 2016 were \$52,951.2 million (2015: \$50,702.1 million), reflecting an increase of \$2,249.1 million (or 4.4 per cent). Details of the investment classes as at 31 December 2016 and 31 December 2015 are as follows:

(Millions of United States dollars)

	31 December 2016	31 December 2015	Change	Percentage
Short-term investments	724.5	535.0	189.5	35.4
Equities	34 455.5	32 501.3	1 954.2	6.0
Fixed income	12 311.3	12 485.1	(173.8)	(1.4)
Real assets	3 796.1	3 315.1	481.0	14.5
Alternative and other investments	1 663.8	1 865.6	(201.8)	(10.8)
<b>Total investments</b>	<b>52 951.2</b>	<b>50 702.1</b>	<b>2 249.1</b>	<b>4.4</b>

15. Total investments and cash and cash equivalents are as follows:

(Millions of United States dollars)

	31 December 2016	31 December 2015	Change	Percentage
Total investments	52 951.2	50 702.1	2 249.1	4.4
Cash and cash equivalents	1 562.5	1 488.1	74.4	5.0
<b>Total investments and cash and cash equivalents</b>	<b>54 513.7</b>	<b>52 190.2</b>	<b>2 323.5</b>	<b>4.5</b>

16. Total liabilities of the Fund as at 31 December 2016 were \$237.6 million (2015 restated: \$320.2 million), a decrease of \$82.6 million (or 25.8 per cent).

#### Actuarial situation of the Fund

17. The actuarial present value of accumulated (promised) plan benefits (which does not take into account future increases in pensionable remuneration) is determined by independent actuaries. The amount is derived by applying actuarial assumptions to adjust the accumulated plan benefits to reflect the time value of money (through discounts for interest) and the probability of payment (by means of decrements such as for death, disability, withdrawal or retirement) between the valuation date and the expected date of payment.

18. The actuarial present value of accumulated plan benefits as at 31 December 2016 is as follows:

(Millions of United States dollars)

	<i>If future pension payments are made under the Regulations</i>	
	<i>Without pension adjustments</i>	<i>With pension adjustments</i>
Actuarial value of vested benefits		
Participants currently receiving benefits	22 431	32 936
Vested terminated participants	230	402
Active participants	12 381	18 783
<b>Total vested benefits</b>	<b>35 042</b>	<b>52 121</b>
Non-vested benefits	1 252	1 596
<b>Total actuarial present value of accumulated plan benefits</b>	<b>36 294</b>	<b>53 717</b>

19. The actuarial present value of accumulated plan benefits as at 31 December 2016 is projected to the disclosure date using standard actuarial techniques on the

basis of the 31 December 2013 valuation results and assumes that all economic and demographic assumptions will have been met exactly from 31 December 2013 onward, except actual experience for foreign exchange and inflation experience for the period from 31 December 2013 to 31 December 2015 have been reflected.

### Key statistics

20. The number of Fund participants as at 31 December 2016 was 128,262 (2015: 126,892), an increase of 1,370, or 1.1 per cent.

21. The number of periodic benefits paid by the Fund as at 31 December 2016 was 74,788 (2015: 71,474), an increase of 3,314, or 4.6 per cent.

## 3. Financial statements for the year ended 31 December 2016

### United Nations Joint Staff Pension Fund

#### I. Statement of net assets available for benefits

(Thousands of United States dollars)

	<i>Note</i>	<i>31 December 2016</i>	<i>Restated 31 December 2015</i>
<b>Assets</b>			
Cash and cash equivalents	4	1 562 522	1 488 132
Investments	5, 6		
Short-term investments		724 509	534 952
Equities		34 455 474	32 501 344
Fixed income		12 311 322	12 485 103
Real assets		3 796 144	3 315 119
Alternative and other investments		1 663 801	1 865 629
		<b>52 951 250</b>	<b>50 702 147</b>
Contributions receivable		13 824	42 797
Accrued income from investments	7	139 311	147 836
Receivable from investments traded	5	15 124	16 396
Withholding tax receivable	8	10 501	12 604
Other assets	9	33 237	40 329
		<b>54 725 769</b>	<b>52 450 241</b>
<b>Liabilities</b>			
Benefits payable	10, 25	133 782	226 421
Payable from investments traded	5	8 138	10 796
After-service health insurance and other employee benefit liabilities	11	76 736	70 358
Other accruals and liabilities	12	18 987	12 638
		<b>237 643</b>	<b>320 213</b>
		<b>54 488 126</b>	<b>52 130 028</b>

## United Nations Joint Staff Pension Fund

### II. Statement of changes in net assets available for benefits

(Thousands of United States dollars)

	<i>Note</i>	<i>For the year 2016</i>	<i>Restated for the year 2015</i>
<b>Investment income/(loss)</b>	13		
Net appreciation/(depreciation) in fair value of investments		2 262 071	(18 126)
Interest income		325 786	355 553
Dividend income		821 651	777 863
Income from real assets		55 015	38 302
Foreign currency (losses)		(679 882)	(1 487 401)
Less: transaction costs and management fees		(117 494)	(124 454)
		<b>2 667 147</b>	<b>(458 263)</b>
<b>Contributions</b>	14		
From participants		757 039	751 139
From member organizations		1 506 193	1 496 003
Other contributions		10 266	9 835
		<b>2 273 498</b>	<b>2 256 977</b>
<b>Other income</b>	15	3 368	8 531
<b>Benefit expenses</b>	16, 25		
From withdrawal settlements and full commutation benefits		117 395	193 228
From retirement benefits		2 391 291	2 304 969
Other benefits/adjustments		(2 566)	(239)
		<b>2 506 120</b>	<b>2 497 958</b>
<b>Administrative expenses</b>	17	74 764	56 669
<b>Other expenses</b>	18	1 282	3 217
<b>Withholding tax expense</b>		3 749	2 857
<b>Increase/(decrease) in net assets available for benefits</b>		<b>2 358 098</b>	<b>(753 456)</b>

## United Nations Joint Staff Pension Fund

### III. Cash flow statement

(Thousands of United States dollars)

	<i>Note</i>	<i>For the year 2016</i>	<i>For the year 2015</i>
<b>Cash flows from investing activities</b>			
Purchase of investments		(13 713 338)	(10 826 284)
Proceeds from sale/redemption of investments		13 052 796	9 425 889
Dividends received from equity investments, excluding withholding tax		795 134	750 447
Interest received from fixed income investments		335 544	366 155
Income received from unitized real asset funds, excluding withholding tax		55 765	37 997
Other income received/(losses incurred), net		3 129	5 852
Transaction costs, management fees and other expenses paid		(122 669)	(126 129)
Withholding taxes reimbursement, net		23 501	17 249
<b>Net cash provided/(used) by investing activities</b>		<b>429 862</b>	<b>(348 824)</b>
<b>Cash flows from operating activities</b>			
Contribution from member organizations and participants		2 298 646	2 251 681
Benefit payments		(2 598 579)	(2 345 701)
Net transfer (to)/from other plans		3 598	1 641
Administrative expenses paid		(59 520)	(78 828)
Other payments, net		(649)	(1 197)
<b>Net cash used by operating activities</b>		<b>(356 504)</b>	<b>(172 404)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>73 358</b>	<b>(521 228)</b>
<b>Cash and cash equivalents at the beginning of year</b>	<b>4</b>	<b>1 488 132</b>	<b>2 110 884</b>
<b>Exchange gains/(losses) on cash and cash equivalents</b>		<b>1 032</b>	<b>(101 524)</b>
<b>Cash and cash equivalents at the end of year</b>	<b>4</b>	<b>1 562 522</b>	<b>1 488 132</b>

## United Nations Joint Staff Pension Fund

### IV. Statement of comparison of budget and actual amounts on a comparable basis in relation to administrative expenses for the year ended 31 December 2016

(Thousands of United States dollars)

	<i>Initial appropriation</i>			<i>Actuals on a comparable basis</i>			<i>Variance</i>			
	<i>2016</i>			<i>2016</i>						
	<i>Pension Fund</i>	<i>United Nations</i>	<i>Total</i>	<i>Pension Fund</i>	<i>United Nations</i>	<i>Total</i>	<i>Pension Fund</i>	<i>United Nations</i>	<i>Total</i>	<i>Percentage</i>
<b>A. Fund secretariat administrative expenses</b>										
<b>Established posts</b>	15 895.7	7 118.3	23 014.0	14 287.3	6 232.3	20 519.6	(1 608.4)	(886.0)	(2 494.4)	(11)
<b>Other staff costs</b>	3 502.4	141.6	3 644.0	4 193.2	250.3	4 443.5	690.8	108.7	799.5	22
<b>Consultants</b>	312.7	–	312.7	1 66.1	0.8	166.9	(146.6)	0.8	(145.8)	(47)
<b>Travel of staff</b>	502.0	–	502.0	3 69.4	7.2	376.6	(132.6)	7.2	(125.4)	(25)
United Nations International Computing Centre	3 744.6	747.4	4 492.0	4 243.9	973.1	5 217.0	499.3	225.7	725.0	16
Contractual services	3 614.5	485.9	4 100.4	2 022.2	176.2	2 198.4	(1 592.3)	(309.7)	(1 902.0)	(46)
<b>Contractual services<sup>a</sup></b>	7 359.1	1 233.3	8 592.4	6 266.1	1 149.3	7 415.4	(1 093.0)	(84.0)	(1 177.0)	(14)
<b>Hospitality</b>	3.1	–	3.1	–	–	–	(3.1)	–	(3.1)	(100)
<b>General operating expenses<sup>b</sup></b>	6 675.7	1 840.3	8 516.0	4 455.9	1 522.9	5 978.8	(2 219.8)	(317.4)	(2 537.2)	(30)
<b>Supplies and materials</b>	63.5	31.8	95.3	16.6	4.9	21.5	(46.9)	(26.9)	(73.8)	(77)
<b>Furniture and equipment</b>	751.9	340.1	1 092.0	123.0	13.4	136.4	(628.9)	(326.7)	(955.6)	(88)
			<b>45</b>							
<b>Total</b>	<b>35 066.1</b>	<b>10 705.4</b>	<b>771.5</b>	<b>29 877.6</b>	<b>9 181.1</b>	<b>39 058.7</b>	<b>(5 188.5)</b>	<b>(1 524.3)</b>	<b>(6 712.8)</b>	<b>(15)</b>

## United Nations Joint Staff Pension Fund

## IV. Statement of comparison of budget and actual amounts on a comparable basis in relation to administrative expenses for the year ended 31 December 2016 (continued)

(Thousands of United States dollars)

	<i>Initial appropriation</i>			<i>Actuals on a comparable basis</i>			<i>Variance</i>			
	<i>2016</i>			<i>2016</i>			<i>Pension Fund</i>	<i>United Nations</i>	<i>Total</i>	<i>Percentage</i>
	<i>Pension Fund</i>	<i>United Nations</i>	<i>Total</i>	<i>Pension Fund</i>	<i>United Nations</i>	<i>Total</i>				
<b>B. Investment administrative expenses</b>										
Established posts	12 875.7	–	12 875.7	10 409.5	–	10 409.5	(2 466.2)	–	(2 466.2)	(19)
Other staff costs	1 459.6	–	1 459.6	362.5	–	362.5	(1 097.1)	–	(1 097.1)	(75)
Consultants	478.3	–	478.3	148.9	–	148.9	(329.4)	–	(329.4)	(69)
Travel of staff	885.4	–	885.4	301.9	–	301.9	(583.5)	–	(583.5)	(66)
Travel of representatives	341.3	–	341.3	126.2	–	126.2	(215.1)	–	(215.1)	(63)
External legal consultants	1 744.8	–	1 744.8	621.3	–	621.3	(1 123.5)	–	(1 123.5)	(64)
Investment advisory services	4 297.6	–	4 297.6	2 475.8	–	2 475.8	(1 821.8)	–	(1 821.8)	(42)
Custodial, electronic data processing and other services	15 715.1	–	15 715.1	8 444.8	–	8 444.8	(7 270.3)	–	(7 270.3)	(46)
Contractual services <sup>a</sup>	21 757.5	–	21 757.5	11 541.9	–	11 541.9	(10 215.6)	–	(10 215.6)	(47)
Hospitality	14.3	–	14.3	0.4	–	0.4	(13.9)	–	(13.9)	(97)
General operating expenses <sup>b</sup>	3 663.6	–	3 663.6	3 900.8	–	3 900.8	237.2	–	237.2	6
Supplies and materials	126.7	–	126.7	33.6	–	33.6	(93.1)	–	(93.1)	(73)
Furniture and equipment	832.9	–	832.9	146.1	–	146.1	(686.8)	–	(686.8)	(82)
<b>Total</b>	<b>42 435.3</b>	<b>–</b>	<b>42 435.3</b>	<b>26 971.8</b>	<b>–</b>	<b>26 971.8</b>	<b>(15 463.5)</b>	<b>–</b>	<b>(15 463.5)</b>	<b>(36)</b>

## United Nations Joint Staff Pension Fund

### IV. Statement of comparison of budget and actual amounts on a comparable basis in relation to administrative expenses for the year ended 31 December 2016 (continued)

(Thousands of United States dollars)

	<i>Initial appropriation</i>			<i>Actuals on a comparable basis</i>			<i>Variance</i>			
	<i>2016</i>			<i>2016</i>						
	<i>Pension Fund</i>	<i>United Nations</i>	<i>Total</i>	<i>Pension Fund</i>	<i>United Nations</i>	<i>Total</i>	<i>Pension Fund</i>	<i>United Nations</i>	<i>Total</i>	<i>Percentage</i>
<b>C. Audit expenses</b>										
External audit	327.7	65.5	393.2	327.6	65.5	393.1	(0.1)	–	(0.1)	0
Internal audit	901.9	180.4	1 082.3	768.7	151.6	920.3	(133.2)	(28.8)	(162.0)	(15)
<b>Total</b>	<b>1 229.6</b>	<b>245.9</b>	<b>1 475.5</b>	<b>1 096.3</b>	<b>217.1</b>	<b>1 313.4</b>	<b>(133.3)</b>	<b>(28.8)</b>	<b>(162.1)</b>	<b>(11)</b>
<b>D. Board expenses</b>	476.7	–	476.7	417.0	–	417.0	(59.7)	–	(59.7)	(13)
<b>Total administrative expenses</b>	<b>79 207.7</b>	<b>10 951.3</b>	<b>90 159.0</b>	<b>58 362.7</b>	<b>9 398.2</b>	<b>67 760.9</b>	<b>(20 845.0)</b>	<b>(1 553.1)</b>	<b>(22 398.1)</b>	<b>(25)</b>

The purpose of the statement of comparison of budget and actual amounts is to compare budget to actual amounts on a comparable basis, i.e. actual amounts on the same basis as the budget. As the Pension Fund's budget is prepared on a modified cash basis and the actuals on a comparable basis are consequently also on a modified cash basis, the total for actual costs on a comparable basis does not agree with the administrative expenses shown in the statement of changes in net assets as that statement is prepared on an accrual basis. A reconciliation of the differences is provided in note 22.2.

<sup>a</sup> For presentation purposes, training resources budgeted under other staff costs are moved to contractual services in line with expenditure recording in Umoja (\$0.3 million each in Fund secretariat and Investment Management Division).

<sup>b</sup> Includes rental and maintenance of premises and equipment, bank charges and other operating expenses.

**United Nations Joint Staff Pension Fund****IV. Statement of comparison of budget and actual amounts on a comparable basis in relation to administrative expenses for the year ended 31 December 2016**  
(continued)**Explanation of significant differences (greater than +/-10 per cent) between budget and actual amounts on a comparable basis***Fund secretariat administrative expenses*

*Posts.* The underexpenditure is attributable mainly to the time required for the recruitment of staff to fill new posts approved in the biennium 2016-2017, as well as the “domino effect” of recruitment in which filling posts with internal candidates (who have the required expertise and knowledge in pension administration and in the Fund’s very complex and unique plan design) opens up a series of other posts.

*Other staff costs.* The overexpenditure is attributable primarily to an increase in actual expenditure with respect to general temporary assistance and overtime costs compared with the budgeted amount, mainly to provide support for information technology and additional benefit processing capacity.

*Consultants.* The underexpenditure is attributable primarily to a reduced need for accounting consultancy services since the Fund completed the implementation of IPSAS and the finalization of other consultancy services in the second year of the biennium.

*Travel.* The underexpenditure is due to lower than anticipated expenditure for travel, including travel related to training, and the replacement of certain staff travel with videoconferencing and teleconferencing.

*Contractual services.* The underexpenditure is primarily related to the implementation of system enhancements and training being postponed to the second year of the biennium.

*Hospitality.* The underexpenditure is the result of efforts to minimize hospitality costs, with fewer functions hosted than anticipated.

*General operating expenses.* The underexpenditure is attributable to the implementation of the fire sprinkler systems project being postponed to the second year of the biennium and lower than anticipated expenditure on building operating and renovation expenses compared with the amount budgeted.

*Supplies, furniture and equipment.* The underexpenditure is due to lower than anticipated requirements for supplies and materials and the postponement of certain information technology software and equipment acquisitions to the second year of the biennium.

**United Nations Joint Staff Pension Fund****IV. Statement of comparison of budget and actual amounts on a comparable basis in relation to administrative expenses for the year ended 31 December 2016**  
(continued)*Investment administrative expenses*

*Posts.* The underexpenditure is attributable to the delayed recruitment or onboarding of staff, as well as the processing time for the reclassification of posts.

*Other staff costs.* The underexpenditure is attributable primarily to a decrease in actual expenditure with respect to general temporary assistance compared with the budget amounts owing to the difficulty of recruiting suitable candidates and obtaining agreement to release selected candidates.

*Consultants.* The underexpenditure is attributable primarily to the consultancy services for accounting and the target operating model, which will be finalized in the second year of the biennium, and the postponement of data management and technical writer consultancy services awaiting the outcome of the target operating model study.

*Travel.* The underexpenditure is attributable primarily to a decrease in travel of representatives owing to a lower than anticipated number of members attending the Investments Committee meetings; and lower than anticipated expenditure for travel of staff owing largely to the fact that, apart from ensuring business continuity and work priorities, the Investment Management Division is still moving towards full staff complement, and is taking advantage of increasingly cost-efficient technological advances in information dissemination and interconnectivity.

*Contractual services.* The underexpenditure in advisory services, custodial services and external legal consultants is due to restructuring and reduction of non-discretionary advisory services, a decrease in costs for custodial services and less than anticipated costs of legal services. The underexpenditure in electronic data processing services is primarily a result of the postponement of several business application acquisitions until the completion of the target operating model study. The underexpenditure in training is attributable primarily to the fact that the Investment Management Division is still moving towards a full complement of staff, and therefore existing staff members would temporarily have to cover a larger scope of duties.

*Hospitality.* The underexpenditure is attributable to continued efforts to minimize hospitality costs.

*Supplies, furniture and equipment.* The underexpenditure is attributable primarily to lower than anticipated expenditure for the acquisition of software and equipment owing to the decision to implement some information technology-related projects and the acquisition and replacement of software and equipment in the second year of the biennium.

## **4. Notes to the financial statements**

### **Note 1**

#### **Description of the plan**

1. The following is a brief description of the United Nations Joint Staff Pension Fund. The Regulations and Administrative Rules are available from the Fund's website ([www.unjspf.org](http://www.unjspf.org)).

#### **1.1 General**

2. The Pension Fund was established by the General Assembly in 1949 to provide retirement, death, disability and related benefits for staff of the United Nations and the other international organizations admitted to membership in the Fund. The Fund is a multiple employer, defined benefit plan. There are currently 23 member organizations participating in the Fund. All participating organizations and employees contribute to the Fund on the basis of pensionable remuneration. The contribution rate is a fixed rate of 7.9 per cent for participants and 15.8 per cent for employers (see also note 3.5).

3. The Fund is governed by a Pension Board made up of: (a) 12 members appointed by the United Nations Staff Pension Committee, four of whom are elected by the General Assembly, four from those appointed by the Secretary-General and four from those elected by the participants in service in the United Nations; and (b) 21 members appointed by the staff pension committees of the other member organizations in accordance with the rules of procedure of the Fund, seven of whom are chosen by the bodies of the member organizations corresponding to the General Assembly, seven from those appointed by the chief administrative officers of the member organizations and seven from those chosen by the participants in service.

#### **1.2 Administration of the Fund**

4. The Fund is administered by the United Nations Joint Staff Pension Board, a staff pension committee for each member organization and a secretariat to the Board and to each such committee.

5. The Chief Executive Officer of the Fund, who also serves as Secretary of the Pension Board, is appointed by the Secretary-General on the recommendation of the Pension Board.

6. The Chief Executive Officer is responsible for the administration of the Pension Fund and for the observance, by all concerned, of the Regulations, Rules and Pension Adjustment System of the Fund. This includes responsibility for the establishment of policy; the administration of the Fund's operations and the overall supervision of its staff; the responsibility for the organization, servicing and participation of the Fund secretariat in the meetings of the Pension Board, its Standing Committee, the Audit Committee, the Committee of Actuaries, the Assets and Liabilities Monitoring Committee and other related bodies; the responsibility for representing the Board at meetings of the Fifth Committee of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions, the International Civil Service Commission and any other pertinent bodies; and serving as Secretary of the United Nations Staff Pension Committee. The Chief Executive Officer is responsible for providing a range of administrative functions to support the Investment Management Division.

7. The investment of the assets of the Fund shall be decided upon by the Secretary-General after consultation with the Investments Committee and in the light of observations and suggestions made from time to time by the Pension Board on the investments policy. The Secretary-General has delegated his authority and

responsibility to act on his behalf in all matters involving his fiduciary duties related to the investment of the assets of the Fund to the Representative of the Secretary-General for the investment of the assets of the Fund. The Representative shall arrange for the maintenance of detailed accounts of all investments and other transactions relating to the Fund, which shall be open to examination by the Pension Board.

8. The Chief Financial Officer, who reports to the Chief Executive Officer and to the Representative of the Secretary-General in their respective substantive responsibilities, is responsible for formulating financial policy for the Fund, reviewing budgetary, financial and accounting operations of the Fund and ensuring that an adequate financial control environment is in place to protect the Fund's resources and to guarantee the quality and reliability of financial reporting. In addition, the Chief Financial Officer is responsible for setting the rules for the collection, from the different information systems and areas of the Fund, of the financial and accounting data necessary for the preparation of the Fund's financial statements; the Chief Financial Officer has full access to such systems and data. The Chief Financial Officer ensures that the financial statements are in compliance with the Regulations and Rules of the Fund, the accounting standards adopted by the Fund and the decisions of the Pension Board and the General Assembly, and also certifies the financial statements.

### **1.3 Participation in the Fund**

9. Members of the staff of each of the 23 member organizations of the Fund become participants in the Fund upon commencing employment under an appointment for six months or longer, or upon completion of six months of service without an interruption of more than 30 days. As at 31 December 2016, the Fund had active contributors (participants) from member organizations/agencies including the United Nations Secretariat, the United Nations Children's Fund, the United Nations Development Programme and the Office of the United Nations High Commissioner for Refugees, as well as the various specialized agencies such as the World Health Organization, the International Labour Organization, the International Atomic Energy Agency, the International Civil Aviation Organization and the United Nations Educational, Scientific and Cultural Organization (see annex to the present notes for a complete list of member organizations). There are currently periodic benefits paid to individuals in some 190 countries (see annex to the present notes). The total annual pension expenses are around \$2.5 billion and are paid in 15 different currencies.

### **1.4 Operation of the Fund**

10. Participant and beneficiary processing and queries are handled by the operations sections/units of the Fund, at offices located in New York and Geneva. All of the accounting for operations is handled in New York by a centralized Financial Services Section, which also manages receipt of monthly contributions from member organizations and the payments of the monthly pension payroll.

11. The Representative of the Secretary-General is assisted by the staff of the Investment Management Division where investments are actively traded and processed and investment transactions are reconciled and accounted for.

### **1.5 Actuarial valuation of the Fund**

12. Article 12 of the Regulations of the Fund (see JSPB/G.4/Rev.21) provides that the Pension Board shall have an actuarial valuation made of the Fund at least once every three years. The Fund is performing actuarial valuations every two years and intends to continue doing so in the future. However, an exception has been made for the year 2015. Further details to this exception are provided in note 19. Article 12

further provides that the actuarial report shall state the assumptions on which the calculations are based, describe the methods of valuation used and state the results, as well as the recommendations, if any, for appropriate action. See note 19 for the most recent summary of the actuarial situation of the Fund.

## **1.6 Retirement benefit**

13. Any participant who has five years of contributory service receives, upon separation at or after normal retirement age, a retirement benefit payable for the remainder of his or her life. "Normal retirement age" means age 60 for a participant whose service commenced prior to 1 January 1990, age 62 for a participant whose service commenced or recommenced on or after 1 January 1990 and age 65 for a participant whose service commenced or recommenced on or after 1 January 2014.

14. The standard annual rate of retirement benefit for a participant who entered the Fund on or after 1 January 1983 is the sum of:

(a) 1.5 per cent of final average remuneration multiplied by the first five years of contributory service;

(b) 1.75 per cent of final average remuneration multiplied by the next five years of contributory service;

(c) 2 per cent of final average remuneration multiplied by the next 25 years of contributory service;

(d) The years of contributory service in excess of 35 and performed as from 1 July 1995, by 1 per cent of the final average remuneration, subject to a maximum total accumulation rate of 70 per cent.

15. The standard annual rate of retirement benefit for a participant who entered the Fund prior to 1 January 1983 is 2 per cent of final average remuneration multiplied by contributory service not exceeding 30 years, plus 1 per cent of final average remuneration multiplied by such service in excess of 30 years, not exceeding 10 years.

16. The maximum benefit to participants, subject to the terms specified in the Regulations and Rules of the Fund, is the greater of 60 per cent of pensionable remuneration at the date of separation or the maximum benefit that would be payable, at that date, to a participant at the D-2 level (who has been at the top step for the preceding five years).

17. The retirement benefit shall, however, be payable at the minimum annual rate obtained by multiplying the years of the participant's contributory service, not exceeding 10, by the smaller of \$1,034.96 (effective 1 April 2014, subject to subsequent adjustments in accordance with the movement of the United States of America consumer price index (CPI) under the pension adjustment system) or one thirtieth of the final average remuneration.

18. The annual rate of the retirement benefit shall, nevertheless, not be less, when no other benefit is payable on account of the participant, than the smaller of \$1,646.16 (effective 1 April 2014, subject to subsequent adjustments in accordance with the movement of the United States CPI under the pension adjustment system) or the final average remuneration of the participant.

19. "Final average remuneration" means the average annual pensionable remuneration of a participant during the 36 completed months of highest pensionable remuneration within the last five years of contributory service.

20. A participant may, except in the case where a minimum benefit is payable and he or she does not waive the rights thereto, elect to receive: (a) if the retirement benefit is

\$300 per annum or more, a lump sum not greater than the larger of one third of the actuarial equivalent of the retirement benefit (not exceeding the maximum amount payable to a participant then retiring at normal retirement age, with final average remuneration equal to the pensionable remuneration for the top step of the P-5 level), or the amount of the participant's own contributions at retirement, and the participant's retirement benefit is then reduced accordingly; or (b) if the participant's retirement benefit is less than \$1,000 per annum, the lump sum actuarial equivalent of the full retirement benefit, including the prospective spouse's benefit, if any, if the participant so elects.

#### *Early retirement*

21. An early retirement benefit is payable to a participant whose age on separation is at least 55 (58 for a participant whose participation commenced on or after 1 January 2014) but less than the normal retirement age and who has five years or more of contributory service at separation.

22. The early retirement benefit for a participant whose participation commenced prior to 1 January 2014 is payable at the standard annual rate for a retirement benefit reduced by 6 per cent for each year between the retirement date and normal retirement age, except that: (a) if the participant has completed 25 but less than 30 years of contributory service at the date of retirement, the part of the benefit for service before 1 January 1985 is reduced by 2 per cent a year, and the remaining part of the benefit is reduced by 3 per cent a year; or (b) if the participant has completed 30 or more years of contributory service at the date of retirement, the benefit is reduced by 1 per cent a year, provided however that the rate in (a) or (b) applies to no more than five years. The methodology of calculation of the early retirement benefits for employees whose participation began on or after 1 January 2014 is detailed in article 29 of the Regulations of the Fund.

23. The early retiree may elect to receive a lump sum on the same terms as for a retirement benefit.

#### *Separation from service prior to eligibility for early retirement*

24. A deferred retirement benefit is payable to a participant whose age on separation is less than normal retirement age and who has five years or more of contributory service at separation. The deferred retirement benefit is payable at the standard rate for a retirement benefit and commences at normal retirement age. The participant may elect to have the benefit commence at any time once the participant becomes eligible to receive an early retirement benefit from the Fund on the same terms as for an early retirement benefit.

25. A withdrawal settlement is payable to a participant separating from service before normal retirement age or on or after normal retirement age if the participant is not entitled to a future retirement benefit. The participant receives his or her own contributions increased by 10 per cent for each year of contributory service in excess of five years, to a maximum increase of 100 per cent.

### **1.7 Disability benefit**

26. A disability benefit is payable to a participant incapacitated for further service for a period likely to be permanent or of long duration.

27. The disability benefit is payable at the standard or minimum annual rate for a retirement benefit if the participant is at least normal retirement age at disability. If the participant is under normal retirement age, it is payable at the rate of the retirement benefit to which the participant would have been entitled if he or she had

remained in service until normal retirement age and his or her final average remuneration had remained unchanged.

28. The annual rate of the benefit shall, notwithstanding the above, not be less, when no other benefit is payable on account of the participant, than the smaller of \$2,741.04 (effective 1 April 2014, subject to subsequent adjustments in accordance with the movement of the United States CPI under the pension adjustment system) or the final average remuneration of the participant.

### **1.8 Survivor benefit**

29. A benefit is payable to a surviving spouse of a participant who was entitled to a retirement, early retirement, deferred retirement or disability benefit at the date of his or her death, or who died in service if they were married at the time of separation and remained married at the time of death. Certain limitations on eligibility apply in cases of divorced surviving spouses. The surviving spouse's benefit is generally payable at half the amount of the participant's retirement or disability benefit and is subject to certain minimum levels.

### **1.9 Child benefit**

30. A child benefit is payable to each child under the age of 21 of a participant who is entitled to a retirement, early retirement or disability benefit or who has died in service, while the child remains under 21. The benefit may also be payable in certain circumstances to a child who is over the age of 21, such as when the child is found to have been incapacitated for substantial gainful employment. The child benefit for each child is generally one third of any retirement or disability benefit due to a participant or that would have been due in the case of a participant who died in service, subject to certain minimum amounts and also limited in terms of maximum amount. In addition, there are certain total maximum amounts that apply in cases of multiple children of the same participant.

### **1.10 Other benefits**

31. Other benefits include the secondary dependant benefit and the residual settlement benefit. A full description of those benefits is available in the Regulations and Administrative Rules of the Fund.

### **1.11 Pension adjustment system**

32. The provisions of the Fund's pension adjustment system provide for periodic cost-of-living adjustments in benefits. In addition, for participants who retire in a country whose currency is not the United States dollar, the current pension adjustment system is intended to ensure that, subject to certain minimum and maximum provisions, a periodic benefit never falls below the "real" value of its United States dollar amount, as determined under the Regulations, Rules and Pension Adjustment System of the Fund, and preserves its purchasing power as initially established in the currency of the recipient's country of residence. This is achieved by establishing a dollar base amount and a local currency base amount (the two-track system).

33. The "real" value of a United States dollar amount is that amount adjusted over time for movements of the United States CPI, while the purchasing power of a recipient's benefit, once established in the local currency, is preserved by adjusting it to follow movements of CPI in his or her country of residence.

### **1.12 Funding policy**

34. As a condition of participation in the Fund, participants are required to contribute 7.9 per cent of their pensionable remuneration to the plan. They earn interest at a rate of 3.25 per cent per year in accordance with article 11 (c) of the Regulations of the Fund. The participants' contributions for the years ended 31 December 2016 and 31 December 2015 were \$757 million and \$751 million, respectively. The contribution figures do not include interest on the contributions.

35. The funding policy is for member organizations to make contributions on an estimated monthly basis and then to reconcile these estimated amounts in an annual year-end process. The contributions by member organizations are also expressed as a percentage of the pensionable remuneration of the participants as defined in article 51 of the Regulations of the Fund. The contribution rate for member organizations is currently 15.8 per cent; these contributions to the Fund totalled \$1,506 million and \$1,496 million during calendar years 2016 and 2015, respectively. When combined with the contributions by participants and expected investment returns, total funding is estimated to be sufficient to provide for the benefits of all employees by the time they retire.

36. The assets of the Fund are derived from:

- (a) The contributions of the participants;
- (b) The contributions of the member organizations;
- (c) The yield from the investments of the Fund;
- (d) Deficiency payments, if any, under article 26 of the Regulations;
- (e) Receipts from any other source.

### **1.13 Plan termination terms**

37. Membership in the Fund may be terminated by decision of the General Assembly, upon the affirmative recommendation of the Board, following application for termination by a member organization or continued default by an organization in its obligations under the Regulations.

38. In the event of such termination, a proportionate share of the total assets of the Fund at the date of termination shall be paid to the former member organization for the exclusive benefit of its staff who were participants in the Fund on such date, pursuant to an arrangement mutually agreed between such organization and the Board.

39. The amount of the proportionate share shall be determined by the Board after an actuarial valuation of the assets and liabilities of the Fund.

40. In the event that an actuarial valuation of the Fund shows that its assets may not be sufficient to meet its liabilities under the Regulations, there shall be paid into the Fund by each member organization the sum necessary to make good the deficiency.

41. Each member organization shall contribute to the sum necessary to make good the deficiency an amount proportionate to the total contributions which each paid under article 25 during the three years preceding the valuation date.

42. The contribution of an organization admitted to membership less than three years prior to the valuation date shall be determined by the Board.

### **1.14 Changes in funding policy and plan termination terms during the reporting period**

43. There were no changes in the funding policy or plan termination terms during the reporting period.

## **Note 2**

### **General information**

#### **2.1 Basis of presentation**

44. The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with the International Public Sector Accounting Standards (IPSAS) as issued by the International Public Sector Accounting Standards Board. The Pension Fund adopted IPSAS as of 1 January 2012. This also specifically included the adoption of International Accounting Standard (IAS) 26, Accounting and reporting by retirement benefit plans, of the International Financial Reporting Standards. While IAS 26 provides accounting guidance, it also offers direction on the presentation of financial statements as it requires the presentation of a statement of net assets available for benefits and a statement of changes in net assets available for benefits. As the Fund has incorporated the guidance in IAS 26 into its financial policies, the presentation of its financial statements is based on this guidance. On a voluntary basis and at the request of the Board of Auditors, the Fund has also presented cash flow statements on a comparative basis in accordance with IPSAS 2, Cash flow statements, since 2015. Additional information is presented where requested by IPSAS standards. For instance, as required by IPSAS 24, Presentation of budget information in financial statements, the Fund has included in its financial statements a comparison of budget and actual amounts on a comparable basis and a reconciliation between the actual amounts on a comparable basis and the statement of changes in net assets available for benefits (see note 22). While IPSAS 24 states that the actual cost on a comparable basis should be reconciled to the cash flows from operating, investing and financing activities as presented in the cash flow statement, management has decided to reconcile these amounts to the administrative expenses recognized in the statement of changes in net assets. This is due to the fact that the Fund's budget is limited to the administrative expenses incurred in a biennium.

45. The financial statements are prepared on an annual basis. The financial statements are presented in United States dollars and all values are rounded to the nearest thousand United States dollars except where otherwise indicated.

#### **2.2 Significant standards, interpretations and amendments during the year**

46. In January 2015, the IPSAS Board issued IPSAS 35, Consolidated financial statements. IPSAS 35 supersedes the requirements in IPSAS 6, which addressed accounting for consolidated financial statements. IPSAS 35 establishes a single control model that applies to all entities, including special purpose entities. In addition, IPSAS 35 includes an exception from consolidation for entities that meet the definition of an investment entity and requires such entities to recognize all investments at fair value through profit or loss. The standard is effective for annual reporting periods beginning on or after 1 January 2017, with early adoption permitted. The Fund adopted this standard at an early stage, effective from 1 January 2015. As at 31 December 2016, the Fund did not have control over any of its investment portfolio; accordingly, adoption of this standard did not have any impact on the Fund's financial statements.

47. In January 2015, the IPSAS Board issued IPSAS 36, Investments in associates and joint ventures, and IPSAS 37, Joint arrangements. IPSAS 36 explains the application of the equity method of accounting, which is used to account for investments in associates and joint ventures. IPSAS 37 establishes requirements for classifying joint arrangements and accounting for those different types of joint arrangements. The standards are effective for annual reporting periods beginning on or after 1 January 2017, with early adoption permitted. The Fund adopted these standards at an early stage, effective from 1 January 2015. As at 31 December 2016,

the Fund did not have any joint control or joint arrangement in or significant influence over any of its investment portfolio; accordingly, adoption of these standards did not have any impact on the Fund's financial statements.

48. In January 2015, the IPSAS Board issued IPSAS 38, Disclosure of interests in other entities. IPSAS 38 sets out the requirements for disclosures relating to an entity's interests in subsidiaries, joint arrangements, associates and structured entities. The requirements in IPSAS 38 are more comprehensive than the previously existing disclosure requirements. The standard is effective for annual reporting periods beginning on or after 1 January 2017, with early adoption permitted. The Fund adopted this standard at an early stage, effective from 1 January 2015. As at 31 December 2016, the Fund did not have controlling interest or joint control in or significant influence over any of its investment portfolio; accordingly, there are no additional disclosure requirements on adoption of this standard.

49. In January 2015, the IPSAS Board issued IPSAS 34, Separate financial statements. IPSAS 34 prescribes accounting and disclosure requirements for investments in controlled entities, joint ventures and associates when an entity prepares separate financial statements. The standard is effective for annual reporting periods beginning on or after 1 January 2017, with early adoption permitted. The Fund adopted this standard at an early stage, effective from 1 January 2015. As at 31 December 2016, the Fund did not prepare separate financial statements; accordingly, there are no additional disclosure requirements on adoption of this standard.

50. In July 2016, the IPSAS Board issued IPSAS 39, Employee benefits. IPSAS 39 supersedes the requirements in IPSAS 25, Employee benefits. The significant changes introduced by IPSAS 39 compared with IPSAS 25 are: the removal of an option that allowed an entity to defer the recognition of changes in the net defined benefit liability (the "corridor approach"); the introduction of the net interest approach for defined benefit plans; and the amendment of certain disclosure requirements for defined benefit plans and multiple employer plans. The standard is effective for annual reporting periods beginning on or after 1 January 2018, with early adoption permitted. The Fund is currently evaluating the impact of the adoption of this accounting standard on its financial statements.

51. Other accounting standards and amendments to the existing standards that have been issued by the IPSAS Board are either not expected to have any impact or have immaterial impact on the Fund's financial statements.

### **2.3 Other general information**

52. The Fund compiles its financial statements with data collected from three main areas. For operational activities (contributions and payment of benefits), the Fund maintains its own records and systems. For investment activities, the Fund receives a monthly general ledger feed from the independent master record keeper comprising information collected and reconciled from source data provided by the Investment Management Division, global custodians and fund managers. For its administrative expenses, the Fund utilizes systems of the United Nations (Umoja) to record and compile its administrative expense activity. Umoja provides information on a modified cash basis, which is subsequently restated to a full accrual basis by the Fund. Some of the administrative expenses of the Fund, including costs associated with the administrative tasks of the United Nations Staff Pension Committee performed by the Fund on behalf of the United Nations, are reimbursed by the United Nations under the terms of a cost-sharing arrangement. Consequently, the Fund has decided to reflect the reimbursement by the United Nations as a reduction of its administrative expenses, subsequently converted in full accrual accounting in accordance with IPSAS requirements.

**Note 3**  
**Significant accounting policies**

**3.1 Cash and cash equivalents**

53. Cash and cash equivalents are held at nominal value and include cash on hand, cash held with external managers and short-term, highly liquid time deposits held with financial institutions with maturities of three months or less from the date of acquisition.

**3.2 Investments**

*3.2.1 Classification of investments*

54. All investments of the Fund are designated at fair value through surplus and deficit. Consequently, the Fund's investments are carried and reported at fair value on the statement of net assets available for benefits, with changes in fair value recognized in the statement of changes in net assets available for benefits. Purchases and sales of securities are recorded on a trade date basis. The designation and classification of the investments are carried out at initial recognition and reassessed at each reporting date.

55. Any transaction costs arising as part of an investment trade designated at fair value are expensed and recognized in the statement of changes in net assets.

56. The Fund classifies its investments into the following categories:

- Short-term investments (including fixed income investments maturing more than three months but less than one year from date of acquisition)
- Equities (including exchange traded funds, common and preferred stocks, stapled securities and publicly traded real estate investment trusts)
- Fixed income (including fixed income investments maturing more than one year from acquisition date)
- Real assets (including investments in funds where the underlying assets are real assets such as real properties, infrastructure assets, timber and agriculture)
- Alternative and other investments (including investments in private equity funds and commodity funds, and investments classified as hedge funds)

*3.2.2 Valuation of financial instruments*

57. The Fund uses the established and documented process of its independent master record keeper for determining fair values, which is reviewed and validated by the Fund at the reporting date. Fair value is based on quoted market prices where available. If the fair market value is not available, valuation techniques are used.

58. Investments in certain commingled funds and private equity and private real estate investment funds are not quoted in an active market and therefore may not have a readily determinable fair market value. However, the fund managers generally report investments in the funds on a fair value basis. Therefore, the Fund determines fair value using the net asset value information as reported by the investee fund managers in the latest available quarterly capital account statements. Where the fourth quarter capital account statements or estimated net asset values are not received by the time the Fund's financial statements are prepared, the fair value is calculated on the basis of the third quarter net asset value reported by the investee fund managers adjusted by any cash flows in the fourth quarter. For financial assets and liabilities not designated at fair value through surplus and deficit, the carrying value approximates fair value.

*Interest and dividend income*

59. Interest income is recognized on a time-proportionate basis. It includes interest income from cash and cash equivalents and short-term and fixed income investments.

60. Dividend income is recognized on the ex-dividend date when the right to receive payment is established.

*3.2.3 Income from real assets and alternative investments*

61. Income distributed from unitized funds is treated as income in the period in which they are earned.

*3.2.4 Receivable/payable from/to investments traded*

62. Amounts due from and to brokers represent receivables for securities sold and payables for securities purchased that have been contracted for but not yet settled or delivered on the date of the statement of net assets available for benefits. These amounts are recognized at the amount expected to be paid or received to settle the balance. Distributions from real assets and alternative fund investments declared but not received prior to year-end are also included under receivables from investments traded, to the extent the year-end net asset value of the fund that declares a distribution already includes the distribution to be made.

63. Impairment of receivables from investments traded is recorded when there is objective evidence that the Fund will not be able to collect all amounts due from the relevant broker. Significant financial difficulties of the broker, probability that the broker will enter bankruptcy or financial reorganization and default in payments are considered indicators that the receivable from investments traded is impaired.

**3.3 Tax status and withholding tax receivables**

64. The Fund is exempt from national taxation of Member States on the Fund's direct investments in accordance with Article 105 of the Charter of the United Nations and with article II, section 7 (a), of the Convention on the Privileges and Immunities of the United Nations. While some Member States grant relief at source for the Fund's income from investments, other countries continue to withhold taxes at the time dividends are paid. In these instances, the Fund's custodians file claims to the governmental taxing authorities for refunds on behalf of the Fund. In Brazil, some provinces in China and for certain years in Greece, Sweden and Turkey, there is no formally established reclamation mechanism in place, and in these cases the Fund's custodians have thus far been unable to file and/or reclaim the taxes withheld. Despite the fact that these Member States have confirmed the Fund's tax exempt status, the taxes withheld from direct investments in these countries are accrued but continue to be fully provided for in 2016.

65. The Fund measures its withholding tax receivable at the amount deemed to be recoverable.

66. For the purposes of disclosure, the tax balances are recorded under withholding tax receivable in the statement of net assets available for benefits. Any amount considered to be unrecoverable is recognized in the statement of changes in net assets available for benefits and is included under withholding tax expense.

**3.4 Critical accounting estimates**

67. Management makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a

material adjustment to the carrying amounts of assets and liabilities are outlined below.

*Fair value of financial instruments*

68. The Fund may hold financial instruments that are not quoted in active markets. The fair value of such instruments is determined using valuation techniques. Where valuation techniques are used to determine fair values, they are validated and periodically reviewed and modified as required. Valuation models are calibrated by back testing to actual transactions to ensure that outputs are reliable.

69. Fair value of financial instruments not quoted in an active market may also be determined by the Fund using reputable pricing sources (such as pricing agencies) or indicative prices from bond/debt market makers. Quotes by brokers as obtained from the pricing sources may be indicative and not executable or binding. The Fund exercises judgment on the quantity and quality of pricing sources used. Where no market data is available, the Fund may value financial instruments using internal valuation models, which are usually based on valuation methods and techniques generally recognized as standard within the industry.

70. Valuation models are created using observable data to the extent practicable. However, in areas such as credit risk (of both the Fund and the counterparty), volatilities and correlations require management to make estimates. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

71. The determination of what constitutes “observable” requires significant judgment by the Fund. The Fund considers observable data to be market data that is readily available, regularly distributed or updated, reliable and verifiable, not proprietary, and provided by independent sources that are actively involved in the relevant market.

*Taxes*

72. Uncertainties exist with respect to the interpretation of complex tax regulations and changes in tax laws on withholding tax. Given the wide range of international investments, differences arising between the actual income and the assumptions made, or future changes to such assumptions, could necessitate future adjustments to tax expense already recorded.

*Impairment*

73. The annual review to assess potential impairment is another area where the Fund exercises significant judgment.

*Bad debt provision for the Fund's non-investment-related receivables*

74. A provision is established to properly reflect the accurate position of the accounts receivable for all non-performing overpayments of pension benefits that are two years or older as of the respective year-end date of the financial statements.

*Actuarial assumptions*

75. The Fund uses actuarial methods for the disclosure of employee benefit liabilities. The related assumptions are disclosed in note 11 in respect of after-service health insurance and other employee benefits of the staff of the Fund. Note 19 contains information on assumptions used for the actuarial liability to the beneficiaries of the Fund.

### **3.5 Contributions**

76. Contributions are recorded on an accrual basis. Participants and their employing member organizations are required to contribute to the Fund 7.9 per cent and 15.8 per cent, respectively, of the pensionable remuneration of the participants. Each month the Fund accrues a receivable amount for contributions expected. When contributions are actually received, the receivable is offset. Contributions are due to be paid by member organizations by the second business day of the month following the month for which the contributions relate. The contributions vary on the basis of changes in the number of participants, changes in the distribution of participants, changes in pensionable remuneration rates as a result of cost-of-living increases determined by the International Civil Service Commission, and the yearly grade step increase to individual pensionable remuneration received by all participants.

### **3.6 Benefits**

77. Payments of benefits, including withdrawal settlements, are recorded on an accrual basis. The right to a benefit is generally forfeited if, for two years (withdrawal settlement or residual settlement) or five years (retirement, early retirement, deferred retirement or disability benefit) after payment has been due, the beneficiary has failed to submit payment instructions or has failed or refused to accept payment.

### **3.7 Accounting for non-United States dollar denominated currency translations and balances**

78. Non-United States dollar denominated currency transactions are translated using the spot exchange rate between the functional currency and the non-United States dollar denominated currency at the date of the transaction.

79. At each reporting date, non-United States dollar denominated monetary items are translated using the closing spot rate. The Fund applies the WM/Reuters company rates (primary source) and the Bloomberg and Thomson Reuters rates (secondary source) as the spot rates for investment activities, and the United Nations operational rate of exchange for non-investment activities. Exchange differences arising on the settlement of these monetary items or on translating these monetary items at rates different from those at which they were translated on initial recognition during the period or in previous financial statements are recognized in the statement of changes in net assets available for benefits in the period in which they arise.

### **3.8 Leases**

80. All of the Fund's leases are categorized as operating leases. An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under operating leases are recognized as an expense on a straight-line basis over the lease term.

### **3.9 Property, plant and equipment**

81. Property, plant and equipment are stated at historical cost less accumulated depreciation and any impairment losses. All assets acquired for a cost of \$20,000 and above are capitalized. The Fund reviews this threshold annually for reasonableness. The Fund owns no land or buildings.

82. Depreciation is provided for property, plant and equipment over their estimated useful life using the straight line-method. The estimated useful lives for property, plant and equipment classes are as follows:

<i>Class</i>	<i>Estimated useful life, in years</i>
Computer equipment	4
Office equipment	4
Office furniture	10
Office fixtures and fittings	7
Audio/visual equipment	7

83. Leasehold improvements are recognized as assets and valued at cost and are depreciated over the lesser of seven years or the lease term. Impairment reviews are undertaken if indicators of impairment exist.

### 3.10 Intangible assets

84. Intangible assets are capitalized if their cost exceeds the threshold of \$20,000, except for internally developed software where the threshold is \$50,000. The capitalized cost of internally developed software excludes costs related to research and maintenance. Intangible assets are stated at historical cost less accumulated amortization and any impairment losses. Amortization is recognized over the estimated useful life using the straight-line method. The estimated useful lives for intangible asset classes are as follows:

<i>Class</i>	<i>Estimated useful life, in years</i>
Software acquired externally	3
Internally developed software	6
Licences and rights, copyrights and other intangible assets	Shorter of 3 years or the life of the asset

### 3.11 Emergency fund

85. The appropriation is recorded when the authorization is approved by the General Assembly. Participants wishing to avail themselves of this benefit submit an application to the Fund. After review and authorization, approved amounts are paid to the participant. Payments are charged directly against the appropriation account, and any unexpended balance reverts to the Fund at the end of the year. Current expense for the year is reported in the statement of changes in net assets available for benefits.

### 3.12 Provisions and contingent liabilities

86. Provisions are made for future liabilities and charges where the Fund has a present legal or constructive obligation as a result of past events and it is probable that the Fund will be required to settle the obligation.

87. Other commitments that do not meet the recognition criteria for liabilities are disclosed in the notes to the financial statements as contingent liabilities when their existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events that are not wholly within the control of the Fund.

### 3.13 Employee benefits

88. Among certain short-term and other long-term benefits, the Fund provides its employees with certain post-employment benefits.

89. After-service health insurance, repatriation grants and death benefits are classified as defined benefit schemes and accounted for as such.

90. The employees of the Fund themselves participate in the Pension Fund. While the Fund is a defined benefit scheme, it has been classified as a multiple employer fund. The plan exposes participating organizations to actuarial risks associated with the current and former employees of other organizations participating in the Fund, with the result that there is no consistent and reliable basis for allocating the obligations, plan assets and costs to individual organizations participating in the plan. The Fund, in line with the other participating organizations in the Fund, is not in a position to identify its share of the underlying financial position and performance of the plan with sufficient reliability for accounting purposes, and hence has treated this plan as if it were a defined contribution plan in line with the requirements of IPSAS 25. The Fund's contributions to the plan during the financial period are recognized as expenses in the statement of financial performance.

### **3.14 Reconciliation of budget information**

91. The Fund's budget is prepared on a modified cash basis and the financial statements on an accrual basis.

92. The General Assembly approves the biennial budget for the Fund's administrative expenses. Budgets may be subsequently amended by the Assembly or through the exercise of delegated authority.

93. As required by IPSAS 24, the statement of comparison of budget and actual amounts in relation to administrative expenses for the year ended 31 December 2016 provides a comparison of budget and actual amounts on a comparable basis. The comparison includes the original and final budget amounts, the actual amounts on the same basis as the corresponding budgetary amounts and an explanation of material differences (greater than +/-10 per cent) between the actual and budget amounts.

94. Note 22 provides a reconciliation of actual amounts presented on the same basis as the budget and actual amounts included in the IPSAS financial statements.

### **3.15 Related party transactions**

95. Parties are considered to be related when one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions or if the related party entity and another entity are subject to common control.

96. The following parties are considered related parties for the Pension Fund:

(a) Key management personnel: the Chief Executive Officer, the Representative of the Secretary-General, the Deputy Chief Executive Officer, the Director of the Investment Management Division and the Chief Financial Officer;

(b) The General Assembly;

(c) The 23 member organizations participating in the Fund;

(d) The United Nations International Computing Centre.

97. A summary of the relationship and transactions with the above parties is given in note 24.

### **3.16 Subsequent events**

98. Any information that is received after the reporting period but before the financial statements are issued about conditions that existed at the date of the statement of net assets available for benefits is incorporated in the financial statements.

99. In addition, any event that occurs after the date of the statement of net assets available for benefits but before the financial statements are published that is material to the Fund are disclosed in the notes to the financial statements.

**Note 4**  
**Cash and cash equivalents**

100. Cash and cash equivalents include:

(Thousands of United States dollars)

	<i>31 December 2016</i>	<i>31 December 2015</i>
Cash at bank: Investment Management Division	1 372 817	1 293 752
Cash at bank: Fund secretariat	153 812	142 534
Cash held by external managers	35 893	51 846
<b>Total cash and cash equivalents</b>	<b>1 562 522</b>	<b>1 488 132</b>

**Note 5**  
**Financial instruments by category**

101. The following tables provide an overview of all financial instruments held by category as at 31 December 2016 and 31 December 2015.<sup>2</sup>

(Thousands of United States dollars)

	<i>As at 31 December 2016</i>		
	<i>Financial instruments at fair value</i>	<i>Loans and receivables</i>	<i>Other financial liabilities</i>
<b>Financial assets as indicated in the statement of net assets available for benefits</b>			
Cash and cash equivalents	1 562 522	–	–
Investments			
Short-term investments	724 509	–	–
Equities	34 455 474	–	–
Fixed income	12 311 322	–	–
Real assets	3 796 144	–	–
Alternative and other investments	1 663 801	–	–
Contributions receivable	–	13 824	–
Accrued income from investments	–	139 311	–
Receivable from investments traded	–	15 124	–
Withholding tax receivables	–	10 501	–
Other assets	–	19 027	–
<b>Total financial assets</b>	<b>54 513 772</b>	<b>197 787</b>	<b>–</b>
<b>Financial liabilities as indicated in the statement of net assets available for benefits</b>			
Benefits payable	–	–	133 782
Payable from investments traded	–	–	8 138
After-service health insurance and other employee benefit liabilities	–	–	76 736
Other accruals and liabilities	–	–	18 987
<b>Total financial liabilities</b>	<b>–</b>	<b>–</b>	<b>237 643</b>

<sup>2</sup> Non-financial assets and liabilities other than employee benefits are excluded from the tables, as this analysis is required only for financial instruments.

*Investments exceeding 5 per cent of net assets*

102. There were no investments representing 5 per cent or more of net assets available for benefits as at 31 December 2016.

103. There were no investments representing 5 per cent or more of equities and fixed income as at 31 December 2016. The Fund held a total of \$202.8 million in one real estate fund as at 31 December 2016, which represented 5 per cent or more of the real assets category. The Fund also held investments of \$489.8 million in five private equity funds, which represented 5 per cent or more of the alternative and other investments category.

(Thousands of United States dollars)

	<i>Restated as at 31 December 2015</i>		
	<i>Financial instruments at fair value</i>	<i>Loans and receivables</i>	<i>Other financial liabilities</i>
<b>Financial assets as indicated in the statement of net assets available for benefits</b>			
Cash and cash equivalents	1 488 132	–	–
Investments			
Short-term investments	534 952	–	–
Equities	32 501 344	–	–
Fixed income	12 485 103	–	–
Real assets	3 315 119	–	–
Alternative and other investments	1 865 629	–	–
Contributions receivable	–	42 797	–
Accrued income from investments	–	147 836	–
Receivable from investments traded	–	16 396	–
Withholding tax receivables	–	12 604	–
Other assets	–	20 904	–
<b>Total financial assets</b>	<b>52 190 279</b>	<b>240 537</b>	<b>–</b>
<b>Financial liabilities as indicated in the statement of net assets available for benefits</b>			
Benefits payable	–	–	226 421
Payable from investments traded	–	–	10 796
After-service health insurance and other employee benefit liabilities	–	–	70 358
Other accruals and liabilities	–	–	12 638
<b>Total financial liabilities</b>	<b>–</b>	<b>–</b>	<b>320 213</b>

*Investments exceeding 5 per cent of net assets*

104. There were no investments representing 5 per cent or more of net assets available for benefits as at 31 December 2015.

105. There were no investments representing 5 per cent or more of equities and fixed income as at 31 December 2015. The Fund held a total of \$361.7 million in two real estate funds as at 31 December 2015, which represented 5 per cent or more of the real assets category. The Fund also held investments of \$484.8 million classified as a hedge fund and \$300.5 million in three private equity funds, which represented 5 per cent or more of the alternative and other investments category.

**Note 6**  
**Fair value measurement**

106. IPSAS establishes a three-level fair value hierarchy under which financial instruments are categorized on the basis of the significance of inputs to the valuation technique. Level 1 includes those securities where unadjusted quoted prices are available in active markets for identical assets or liabilities. Level 2 includes those securities where inputs other than quoted prices included within level 1 are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices). Level 3 includes those securities where inputs for the asset or liability are not based on observable market data (that is, unobservable inputs). The level in the fair value hierarchy within which the fair value measurement is categorized is determined on the basis of the lowest level of information that is significant to the fair value measurement. If a fair value measurement of an investment uses observable inputs that require significant adjustment on the basis of unobservable inputs, that investment is classified as level 3.

107. Assessing the significance of a particular input to the fair value measurement of an investment in its entirety requires judgment, considering factors specific to the investment.

108. The following tables present the fair value hierarchy of the Fund's investments (by asset class) measured at fair value as at 31 December 2016 and 31 December 2015:

(Thousands of United States dollars)

<i>Hierarchy disclosure as at 31 December 2016</i>				
	<i>Level</i>			<i>Total</i>
	<i>1</i>	<i>2</i>	<i>3</i>	
<b>Short-term investments</b>				
Government and agencies securities	–	346 406	–	346 406
Corporate bonds	–	165 006	126 217	291 223
Notes, deposits and commercial paper	–	86 880	–	86 880
<b>Total short-term investments</b>	<b>–</b>	<b>598 292</b>	<b>126 217</b>	<b>724 509</b>
<b>Equities</b>				
Common and preferred stock	31 366 431	–	–	31 366 431
Funds — exchange traded funds	2 646 766	–	–	2 646 766
Real estate investment trusts	240 075	–	–	240 075
Funds — common stock	–	–	158 361	158 361
Stapled securities	43 841	–	–	43 841
<b>Total equities</b>	<b>34 297 113</b>	<b>–</b>	<b>158 361</b>	<b>34 455 474</b>
<b>Fixed income</b>				
Government and agencies securities	–	8 837 924	–	8 837 924
Corporate bonds	–	2 789 955	–	2 789 955
Municipal/provincial bonds	–	626 113	–	626 113
Commercial mortgage-backed	–	10 628	–	10 628
Funds — corporate bond	–	–	46 702	46 702
<b>Total fixed income</b>	<b>–</b>	<b>12 264 620</b>	<b>46 702</b>	<b>12 311 322</b>

<i>Hierarchy disclosure as at 31 December 2016</i>				
	<i>Level</i>			<i>Total</i>
	<i>1</i>	<i>2</i>	<i>3</i>	
<b>Real assets</b>				
Real estate funds	–	239 698	3 407 072	3 646 770
Infrastructure assets	–	–	132 792	132 792
Timberlands	–	–	16 582	16 582
<b>Total real assets</b>	<b>–</b>	<b>239 698</b>	<b>3 556 446</b>	<b>3 796 144</b>
<b>Alternative and other investments</b>				
Hedge funds	–	–	–	–
Private equity	–	–	1 547 504	1 547 504
Commodity funds	–	–	116 297	116 297
<b>Total alternative and other investments</b>	<b>–</b>	<b>–</b>	<b>1 663 801</b>	<b>1 663 801</b>
<b>Total</b>	<b>34 297 113</b>	<b>13 102 610</b>	<b>5 551 527</b>	<b>52 951 250</b>

(Thousands of United States dollars)

<i>Hierarchy disclosure as at 31 December 2015</i>				
	<i>Level</i>			<i>Total</i>
	<i>1</i>	<i>2</i>	<i>3</i>	
<b>Short-term investments</b>				
Government and agencies securities	–	217 295	–	217 295
Corporate bonds	–	267 673	–	267 673
Notes, deposits and commercial paper	–	49 984	–	49 984
<b>Total short-term investments</b>	<b>–</b>	<b>534 952</b>	<b>–</b>	<b>534 952</b>
<b>Equities</b>				
Common and preferred stock	29 752 374	–	–	29 752 374
Funds — exchange traded funds	2 329 996	–	–	2 329 996
Real estate investment trusts	219 421	–	–	219 421
Funds — common stock	–	–	165 279	165 279
Stapled securities	34 274	–	–	34 274
<b>Total equities</b>	<b>32 336 065</b>	<b>–</b>	<b>165 279</b>	<b>32 501 344</b>
<b>Fixed income</b>				
Government and agencies securities	–	8 071 274	49 569	8 120 843
Corporate bonds	–	3 646 668	15 648	3 662 316
Municipal/provincial bonds	–	537 704	–	537 704
Commercial mortgage-backed	–	120 090	–	120 090
Funds — corporate bond	–	–	44 150	44 150
<b>Total fixed income</b>	<b>–</b>	<b>12 375 736</b>	<b>109 367</b>	<b>12 485 103</b>

<i>Hierarchy disclosure as at 31 December 2015</i>				
	<i>Level</i>			<i>Total</i>
	<i>1</i>	<i>2</i>	<i>3</i>	
<b>Real assets</b>				
Real estate funds	–	187 160	3 001 137	3 188 297
Infrastructure assets	–	–	110 882	110 882
Timberlands	–	–	15 940	15 940
<b>Total real assets</b>	<b>–</b>	<b>187 160</b>	<b>3 127 959</b>	<b>3 315 119</b>
<b>Alternative and other investments</b>				
Hedge funds	–	484 796	29 836	514 632
Private equity	–	–	1 249 337	1 249 337
Commodity funds	–	–	101 660	101 660
<b>Total alternative and other investments</b>	<b>–</b>	<b>484 796</b>	<b>1 380 833</b>	<b>1 865 629</b>
<b>Total</b>	<b>32 336 065</b>	<b>13 582 644</b>	<b>4 783 438</b>	<b>50 702 147</b>

#### *Short-term investments*

109. Corporate bonds and corporate bond funds amounting to \$126.2 million as at 31 December 2016 (31 December 2015: zero) were considered to be level 3. Inputs for the value of those investments, while available from third-party sources, were not well-defined, readily observable market data. Consequently, the Fund has decided to classify such investments as level 3.

#### *Equities*

110. Common and preferred stocks, exchange-traded funds, real estate investment trusts and stapled securities were classified under level 1 if bid prices were available from institutional vendors.

111. Common stock funds and unit trust equity funds amounting to \$158.4 million as at 31 December 2016 (31 December 2015: \$165.3 million) were valued using a net asset value approach and hence classified under level 3.

#### *Fixed income*

112. The vast majority of the fixed income securities prices were not obtained from an active market directly, which would have led to a level 1 classification. Instead, prices were obtained through bids from brokers, which were indicative quotes and therefore classified as level 2.

113. Index-linked non-United States government bonds amounting to \$49.6 million as at 31 December 2015 were classified as level 3, as their values were based on evaluations of bids from brokers adjusted for indexing, which was generally uncorroborated market data.

114. Corporate bonds and corporate bond funds amounting to \$46.7 million as at 31 December 2016 (31 December 2015: \$59.8 million) were considered to be level 3. Inputs for the value of these investments, while available from third-party sources, were not well-defined, readily observable market data. Consequently, the Fund has decided to classify such investments as level 3.

*Real assets and alternative and other investments*

115. Real assets amounting to \$3,556.4 million as at 31 December 2016 (31 December 2015: \$3,128.0 million) as well as alternative and other investments amounting to \$1,663.8 million as at 31 December 2016 (31 December 2015: \$1,380.8 million) were classified under level 3, as they were priced using the net asset value methodology, for which the Fund was unable to corroborate or verify inputs using observable market data. In addition, limited options were available to the investors to redeem units, hence making the investments in such funds relatively illiquid.

116. Two real estate funds amounting to \$239.7 million (31 December 2015: \$187.2 million), which were readily redeemable at net asset value without penalties, were classified as level 2 assets, representing the net asset value as reported by the fund manager.

117. One investment, classified as a hedge fund and amounting to \$484.8 million as at 31 December 2015, was classified as level 2 and was sold during the year 2016.

118. The following table presents the transfers between levels for the year ended 31 December 2016.

(Thousands of United States dollars)

	<i>Level</i>			<i>Total</i>
	<i>1</i>	<i>2</i>	<i>3</i>	
<b>Transfers into</b>				
Fixed income	–	19 370	–	19 370
Equities	–	–	29 836	29 836
Alternative and other investments	–	–	–	–
<b>Total</b>	<b>–</b>	<b>19 370</b>	<b>29 836</b>	<b>49 206</b>
<b>Transfers out of</b>				
Fixed income	–	–	(19 370)	(19 370)
Equities	–	–	–	–
Alternative and other investments	–	–	(29 836)	(29 836)
<b>Total</b>	<b>–</b>	<b>–</b>	<b>(49 206)</b>	<b>(49 206)</b>

119. The following table presents the transfers between levels for the year ended 31 December 2015.

(Thousands of United States dollars)

	<i>Level</i>			<i>Total</i>
	<i>1</i>	<i>2</i>	<i>3</i>	
<b>Transfers into</b>				
Fixed income	–	–	–	–
Real assets	–	–	–	–
Equities	7 477	–	–	7 477
<b>Total</b>	<b>7 477</b>	<b>–</b>	<b>–</b>	<b>7 477</b>

	Level			Total
	1	2	3	
<b>Transfers out of</b>				
Fixed income	–	–	–	–
Real assets	–	–	–	–
Equities	–	(7 477)	–	(7 477)
<b>Total</b>	–	<b>(7 477)</b>	–	<b>(7 477)</b>

120. For the year ended 31 December 2016, there was a transfer of one fixed-income security amounting to \$19.4 million out of level 3 and into level 2. The security is priced by multiple vendors as at 31 December 2016 compared with single vendors as at 31 December 2015. As such, the Fund has decided to classify this investment as level 2.

121. For the year ended 31 December 2015, there was a transfer of one equity security amounting to \$7.5 million out of level 2 and into level 1. The security is priced by multiple vendors and there is now observable data available quoted in an active market. As such, the Fund has decided to classify this investment as level 1.

122. The following table presents the movements in level 3 instruments for the period ended 31 December 2016 by class of financial instrument:

(Thousands of United States dollars)

	Equities	Fixed income	Real assets	Alternative and other investments	Total
<b>Opening balance</b>	<b>165 279</b>	<b>109 367</b>	<b>3 127 959</b>	<b>1 380 833</b>	<b>4 783 438</b>
Purchases	3 043	128 602	812 716	371 192	1 315 553
Sales/return of capital	(17 150)	(48 280)	(620 183)	(232 112)	(917 725)
Transfers (out of)/into level 3	29 836	(19 370)	–	(29 836)	(19 370)
Net gains/(losses) recognized in the statement of changes in net assets available for benefits	(22 647)	2 600	235 954	173 724	389 631
<b>Closing balance</b>	<b>158 361</b>	<b>172 919</b>	<b>3 556 446</b>	<b>1 663 801</b>	<b>5 551 527</b>
Change in unrealized gains/(losses) for level 3 assets held at the period end and included in the statement of changes in net assets available for benefits	(13 176)	(1 869)	205 168	142 846	332 969

123. The following table presents the movements in level 3 instruments for the year ended 31 December 2015 by class of financial instrument:

(Thousands of United States dollars)

	<i>Equities</i>	<i>Fixed income</i>	<i>Real assets</i>	<i>Alternative and other investments</i>	<i>Total</i>
<b>Opening balance</b>	<b>214 878</b>	<b>279 768</b>	<b>2 608 104</b>	<b>1 003 884</b>	<b>4 106 634</b>
Purchases	3 099	30 581	730 071	486 159	1 249 910
Sales/return of capital	(16 000)	(174 565)	(505 203)	(142 818)	(838 586)
Transfers (out of)/into level 3	–	–	–	–	–
Net gains/(losses) recognized in the statement of changes in net assets available for benefits	(36 698)	(26 417)	294 987	33 608	265 480
<b>Closing balance</b>	<b>165 279</b>	<b>109 367</b>	<b>3 127 959</b>	<b>1 380 833</b>	<b>4 783 438</b>
Change in unrealized gains/(losses) for level 3 assets held at the period end and included in statement of changes in net assets available for benefits	(32 412)	(63 552)	162 419	32 345	98 800

**Note 7****Accrued income from investments**

124. Accrued income from investments is income earned during the year that has yet to be received as at the date of the statement of net assets available for benefits.

(Thousands of United States dollars)

	<i>31 December 2016</i>	<i>31 December 2015</i>
Cash and cash equivalents	324	133
Short-term investments	5 447	3 768
Fixed income securities	86 486	98 114
Dividends receivable on equities	44 919	43 089
Real assets and alternative investments	2 135	2 732
<b>Total accrued income from investments</b>	<b>139 311</b>	<b>147 836</b>

**Note 8**  
**Withholding tax receivables**

125. The outstanding balances of withholding income taxes as at 31 December 2016 can be broken down as follows:

Country		Tax denominated in thousands of local currency				Exchange rate	Tax denominated in thousands of United States dollars		
		Before 2015	2015	2016	Total		Equivalent	Deemed not recoverable	Recoverable
Australia	Australian dollar	179	–	–	179	1.38102	130	–	130
Austria	Euro	25	–	–	25	0.94809	26	–	26
Brazil	Brazilian real	1 612	–	–	1 612	3.25470	495	(495)	–
China	Hong Kong dollar	53 722	8 963	8 747	71 432	7.75315	9 213	(9 213)	–
Germany	Euro	–	–	5 400	5 400	0.94809	5 696	–	5 696
Greece	Euro	99	–	–	99	0.94809	104	(104)	–
Ireland	Euro	–	–	20	20	0.94809	21	–	21
Netherlands	Euro	5	–	127	132	0.94809	139	–	139
Russian Federation	United States dollar	170	–	–	170	1.00000	170	–	170
Singapore	Singapore dollar	–	–	–	–	1.44470	–	–	–
Spain	Euro	–	–	181	181	0.94809	191	–	191
Sweden	Euro	27	–	–	27	0.94809	28	(28)	–
Switzerland	Swiss franc	–	–	2 238	2 238	1.01635	2 201	–	2 201
Turkey	Turkish lira	1 386	–	–	1 386	3.51760	394	(394)	–
United Kingdom	Pound sterling	–	–	–	–	0.80921	–	–	–
	Euro	–	339	1 488	1 827	0.94809	1 927	–	1 927
United States	United States dollar	–	–	–	–	1.00000	–	–	–
<b>Withholding tax receivable net of provision</b>							<b>20 735</b>	<b>(10 234)</b>	<b>10 501</b>

126. The outstanding balances of withholding income taxes as at 31 December 2015 are as follows:

Country		Tax denominated in thousands of local currency				Exchange rate	Tax denominated in thousands of United States dollars		
		Before 2014	2014	2015	Total		Equivalent	Deemed not recoverable	Recoverable
Australia	Australian dollar	92	87	–	179	1.37448	130	–	130
Austria	Euro	–	25	–	25	0.92056	27	–	27
Brazil	Brazilian real	1 612	–	–	1 612	3.95625	407	(407)	–
China	Hong Kong dollar	45 259	10 504	9 285	65 048	7.75015	8 393	(8 393)	–
Germany	Euro	–	–	5 936	5 936	0.92056	6 448	–	6 448
Greece	Euro	99	–	–	99	0.92056	107	–	107
Netherlands	Euro	–	77	54	131	0.92056	143	–	143
Russian Federation	United States dollar	497	–	–	497	1.00000	497	–	497
Singapore	Singapore dollar	52	–	–	52	1.41865	37	–	37
Spain	Euro	–	–	243	243	0.92056	265	–	265
Sweden	Euro	27	–	–	27	0.92056	29	–	29
Switzerland	Swiss franc	–	–	2 094	2 094	1.00100	2 092	–	2 092
Turkey	Turkish lira	1 386	–	–	1 386	2.91885	475	(475)	–
United Kingdom	Pound sterling	–	–	0	0	0.67847	–	–	–
	Euro	298	915	1 392	2 605	0.92056	2 829	–	2 829
United States	United States dollar	–	–	–	–	1.00000	–	–	–
<b>Withholding tax receivable net of provision</b>							<b>21 879</b>	<b>(9 275)</b>	<b>12 604</b>

**Note 9**  
**Other assets**

127. The other assets included in the statement of net assets available for benefits can be broken down as follows:

(Thousands of United States dollars)

	<i>31 December 2016</i>	<i>31 December 2015</i>
Prepaid benefits and benefits receivable	13 688	15 167
Property, plant and equipment	3 912	4 223
Intangible assets in use	10 298	15 087
Intangible assets under development	–	115
United Nations receivables	4 891	5 226
Other receivables	448	511
<b>Total</b>	<b>33 237</b>	<b>40 329</b>

**9.1 Prepaid benefits and benefits receivables**

128. An overview of the prepayments and other accounts receivable held by the Fund is as follows:

(Thousands of United States dollars)

	<i>31 December 2016</i>	<i>31 December 2015</i>
Prepayments	491	770
Benefits receivable	17 909	18 652
Benefits receivable – provision	(4 712)	(4 255)
<b>Total</b>	<b>13 688</b>	<b>15 167</b>

**9.2 Property, plant and equipment**

129. An overview of the fixed assets held by the Fund is as follows:

(Thousands of United States dollars)

	<i>Information technology equipment</i>	<i>Leasehold improvements</i>		<i>Total</i>
		<i>In use</i>	<i>Under construction</i>	
<b>Cost</b>				
1 January 2016	1 333	10 880	2 170	14 383
Additions	283	3 083	(2 170)	1 196
Disposals/transfers	(21)	–	–	(21)
31 December 2016	1 595	13 963	–	15 558
<b>Accumulated depreciation</b>				
1 January 2016	1 086	9 074	–	10 160
Depreciation	224	1 283	–	1 507
Disposals/transfers	(21)	–	–	(21)
31 December 2016	1 289	10 357	–	11 646

	<i>Information technology equipment</i>	<i>Leasehold improvements</i>		<i>Total</i>
		<i>In use</i>	<i>Under construction</i>	
<b>Net book value, 31 December 2016</b>	<b>306</b>	<b>3 606</b>	<b>–</b>	<b>3 912</b>

(Thousands of United States dollars)

	<i>Information technology equipment</i>	<i>Leasehold improvements</i>		<i>Total</i>
		<i>In use</i>	<i>Under construction</i>	
<b>Cost</b>				
1 January 2015	4 785	10 880	–	15 665
Additions	–	–	2 170	2 170
Disposals/transfers	(3 452)	–	–	(3 452)
31 December 2015	1 333	10 880	2 170	14 383
<b>Accumulated depreciation</b>				
1 January 2015	4 256	8 405	–	12 661
Depreciation	282	669	–	951
Disposals/transfers	(3 452)	–	–	(3 452)
31 December 2015	1 086	9 074	–	10 160
<b>Net book value, 31 December 2015</b>	<b>247</b>	<b>1 806</b>	<b>2 170</b>	<b>4 223</b>

130. The leasehold improvements in use and under construction included above relate to the Fund's improvements to its offices in New York.

### 9.3 Intangible assets

131. The intangible asset amount included in the statement of net assets available for benefits can be broken down as follows:

(Thousands of United States dollars)

	<i>Intangible assets</i>		<i>Total</i>
	<i>In use</i>	<i>Under construction</i>	
<b>Cost</b>			
1 January 2016	20 305	115	20 420
Additions	1 734	–	1 734
Transfers	115	(115)	–
Disposals	(432)	–	(432)
31 December 2016	21 722	–	21 722
<b>Accumulated depreciation</b>			
1 January 2016	5 218	–	5 218
Amortization	6 638	–	6 638
Disposals	(432)	–	(432)
31 December 2016	11 424	–	11 424
<b>Net book value, 31 December 2016</b>	<b>10 298</b>	<b>–</b>	<b>10 298</b>

(Thousands of United States dollars)

	<i>Intangible assets</i>		<i>Total</i>
	<i>In use</i>	<i>Under construction</i>	
<b>Cost</b>			
1 January 2015	2 259	13 357	15 616
Additions	–	4 804	4 804
Transfers	18 046	(18 046)	–
Disposals	–	–	–
31 December 2015	20 305	115	20 420
<b>Accumulated depreciation</b>			
1 January 2015	2 049	–	2 049
Amortization	3 169	–	3 169
Disposals	–	–	–
31 December 2015	5 218	–	5 218
<b>Net book value, 31 December 2015</b>	<b>15 087</b>	<b>115</b>	<b>15 202</b>

132. The costs transferred from under construction to in use in 2015 relate to the Integrated Pension Administration System project.

#### **Note 10** **Benefits payable**

133. The amount shown in the statement of net assets can be broken down as follows:

(Thousands of United States dollars)

	<i>31 December 2016</i>	<i>Restated 31 December 2015</i>
Withdrawal settlements	41 210	90 173
Lump-sum payments	52 105	84 322
Periodic benefits payable	40 524	51 983
Other benefits payable	(57)	(57)
<b>Total</b>	<b>133 782</b>	<b>226 421</b>

134. Note 25 contains additional information regarding restatement.

#### **Note 11** **After-service health insurance and other employee benefits**

135. A breakdown of the amount shown in the statement of net assets for after-service health insurance and other benefits payable is as follows:

(Thousands of United States dollars)

	<i>31 December 2016</i>	<i>31 December 2015</i>
After-service health insurance liability	69 383	63 138
Repatriation grant and related costs	2 932	2 846
Education grant and related costs	292	268
Death benefit	149	148
Annual leave	3 724	3 723
Home leave	256	235
<b>Total</b>	<b>76 736</b>	<b>70 358</b>

*After-service health insurance, annual leave, repatriation grants and death benefit liability*

136. The Fund provides its employees who have met certain eligibility requirements with the following after-service and end-of-service benefits:

- Health-care benefits after they retire. This benefit is referred to as after-service health insurance.
- Repatriation benefits to facilitate the relocation of expatriate staff members.
- Annual leave benefits to provide staff members with periods of time off from work at full pay for personal reasons and for purposes of health, rest and recreation. Upon separation from service, staff members who have accrued unused annual leave will be paid for each day of unused leave up to a maximum of 60 days.
- Death benefits payable in case of death in service to any dependants.

137. The liabilities as at 31 December 2016 are the result of the roll-forward to 31 December 2016 of the end-of-service benefit obligations as at 31 December 2015 for the Fund by the consulting actuary. Roll-forward results are established on the basis of population and demographic assumptions used for the 31 December 2015 valuation. The liabilities as at 31 December 2015 were calculated on the basis of census data as at 30 September 2015 and:

- Health insurance premium and contribution data provided by the United Nations
- Actual retiree claims experience under health insurance plans
- Estimated travel and shipment costs and annual leave balances reported by the United Nations in the census data
- Various economic, demographic and other actuarial assumptions
- Generally accepted actuarial methods and procedures

138. In performing the roll-forward to 31 December 2016, only the financial assumptions such as the discount rates, inflation and health-care cost trend rates were reviewed as at 31 December 2016 and updated when necessary. All other assumptions remain the same as those used for the full valuation as at 31 December 2015.

139. The key assumptions in the calculation of after-service liabilities are the discount rate and health-care trend rates. The discount rate is based on the spot rate, which reflects the market expectations at the time of the calculations to meet future expected benefit payments, based on high-quality bonds. The discount rate is then the

equivalent single rate that would produce the same liability as the full spot curve using the multiple bonds necessary to meet the future cash flow expectations.

140. For 31 December 2016, the single equivalent discount rates were selected and determined by the Fund as follows:

- 3.83 per cent for the after-service health insurance scheme
- 3.46 per cent for repatriation benefits
- 3.58 per cent for annual leave
- 3.29 per cent for death benefits

141. For 31 December 2015, the single equivalent discount rates were selected and determined by the Fund as follows:

- 3.97 per cent for the after-service health insurance scheme
- 3.58 per cent for repatriation benefits
- 3.68 per cent for annual leave
- 3.36 per cent for death benefits

142. For the purpose of comparison, the table below shows the percentage change based on a 1 per cent change in the discount rate.

<i>Discount rate</i>	<i>Impact on accrued liability</i>			
	<i>After-service health insurance</i>	<i>Repatriation benefit</i>	<i>Annual leave</i>	<i>Death benefit</i>
Increase of 1 per cent	18 per cent decrease	9 per cent decrease	8 per cent decrease	7 per cent decrease
Decrease of 1 per cent	24 per cent increase	10 per cent increase	10 per cent increase	7 per cent increase

143. The comparison of health-care cost trend rates is as follows:

	<i>31 December 2016</i>	<i>31 December 2015</i>
Non-United States medical	4.0 per cent per year	4.0 per cent per year
United States medical — non-Medicare	6.0 per cent trending down to 4.5 per cent after 10 years	6.4 per cent trending down to 4.5 per cent after 10 years
United States medical — Medicare	5.7 per cent trending down to 4.5 per cent after 10 years	5.9 per cent trending down to 4.5 per cent after 10 years
United States dental	4.9 per cent trending down to 4.5 per cent after 10 years	4.9 per cent trending down to 4.5 per cent after 10 years

144. The increase in the total after-service health liabilities reported from 31 December 2015 to 31 December 2016 is due primarily to the impact of changing the actuarial assumptions, in particular the decrease in discount rates for benefits denominated in United States dollars; service costs resulting from employee services during 2016; and interest costs during the year, because the benefits are one period closer to settlement and benefits paid. During the year, the reference discount rate for Swiss francs was modified from that of the prior year from the government rate to the corporate bond rate to harmonize the actuarial assumptions used across the United Nations system.

145. Other specific key assumptions used in the calculations on the basis of census data as at 30 September 2015 are set out in the paragraphs below.

*After-service health insurance*

146. Two hundred and twelve active staff were included in the calculation: 181 based in the United States and 31 not based in the United States. Seventy-six retired staff or their surviving spouses were included in the calculation: 64 based in the United States and 12 not based in the United States. In addition, 18 active staff and two retirees or their surviving spouses who participate in dental-only plans were included. For active staff, the average age was 46 years with 10 years of service. The average age of retirees was 69 years.

*Repatriation benefits*

147. Staff members who are appointed as international staff are eligible for the payment of a repatriation grant after one year of active service outside his or her country of nationality provided that the reason for separation is not summary dismissal or abandonment of post.

148. The amount ranges from 2 to 28 weeks of salary, depending on the category of employment and years of service of the eligible staff. Travel and shipment of personal effects may also be authorized to the recognized country of home leave.

149. Sixty-five eligible staff, with an average annual salary of \$84,336, were considered.

*Annual leave*

150. Staff are entitled to accrue annual leave from the date of their appointment. Staff members who, upon separation from service, have accrued leave will be paid up to a maximum of 60 days if on a fixed-term appointment or up to 18 days on a temporary appointment. The payment amount is calculated at 1/261 of applicable salary amounts for each unused annual leave day.

151. Two hundred and forty-one active staff, with an average annual salary of \$101,712, were considered.

**Note 12****Other accruals and liabilities**

152. The amounts shown as other accruals and liabilities in the financial statements can be broken down as follows:

(Thousands of United States dollars)

	<i>31 December 2016</i>	<i>31 December 2015</i>
Accruals for management fees and expenses	10 287	6 235
Accrual for contractual services	4 339	345
Restoration payable	2 036	2 876
Operating leases rent accrual	1 755	2 593
Audit fee accrual	197	194
After-service health insurance payable to member organizations	7	- <sup>a</sup>
Other	366	395
<b>Total</b>	<b>18 987</b>	<b>12 638</b>

<sup>a</sup> Balance rounded to the nearest thousand United States dollars.

**Note 13**  
**Investment (loss)/income**

153. The table below summarizes the Fund's income from investments net of transaction costs recognized during the period. Any transaction cost that can be allocated to a single transaction or trade is netted off against investment income. Examples are broker commissions, other transaction costs and management fees. Any management expense charged to the income statement of a real asset or alternative fund was recorded separately as management expenses in the Fund's statement of changes in net assets and included under transaction costs.

154. In some jurisdictions, the Fund receives dividend income, interest income and real estate income without any withholding tax. This is primarily a result of the fact that pension funds are exempt from withholding taxes in many jurisdictions. However, a number of jurisdictions do not provide this benefit to all pension funds, but recognize that the United Nations Joint Staff Pension Fund is part of the United Nations and hence is exempt from national taxation of Member States on its direct investments, in accordance with Article 105 of the Charter and with article II, section 7 (a), of the 1946 Convention on the Privileges and Immunities of the United Nations (see also note 3.3). The Fund is not able to reliably measure the value of the additional tax exemption obtained by being part of the United Nations and therefore does not disclose the value of this additional benefit on the face of the statement of changes in net assets available for benefits as non-exchange income in accordance with IPSAS 23, Revenue from non-exchange transactions.

(Thousands of United States dollars)

	<i>31 December 2016</i>	<i>31 December 2015</i>
<b>Change in fair value for assets designated at fair value</b>		
Short-term investments	(4 014)	(7 181)
Equities	2 008 382	(255 864)
Fixed income	(284 677)	(205 016)
Real asset investments	300 984	399 784
Alternative investments	241 396	50 151
<b>Total change in fair value for financial assets designated at fair value</b>	<b>2 262 071</b>	<b>(18 126)</b>
<b>Interest income</b>		
Interest income on cash and cash equivalents	3 287	2 515
Interest income on fixed income instruments	322 499	353 038
<b>Total interest income</b>	<b>325 786</b>	<b>355 553</b>
<b>Dividend income</b>		
<b>Total dividend income</b>	<b>821 651</b>	<b>777 863</b>
<b>Income from real assets</b>		
<b>Total income from real assets</b>	<b>55 015</b>	<b>38 302</b>
<b>Changes in foreign currency gain and losses</b>		
<b>Net foreign currency (losses)</b>	<b>(679 882)</b>	<b>(1 487 401)</b>

	31 December 2016	31 December 2015
<b>Transaction costs</b>		
Management fees and other related fees	(90 696)	(98 820)
Small capitalization fund management fees	(10 087)	(9 770)
Brokerage commissions	(13 012)	(11 410)
Other transaction costs	(3 699)	(4 454)
<b>Total transaction costs</b>	<b>(117 494)</b>	<b>(124 454)</b>
<b>Net investment income/(loss)</b>	<b>2 667 147</b>	<b>(458 263)</b>

155. The change in foreign currency losses includes \$776.4 million (2015: \$751.4 million) realized foreign currency loss and \$96.5 million unrealized foreign currency gain (2015: \$736.0 million unrealized foreign currency loss).

#### **Note 14** **Contributions**

156. Contributions received in the period can be broken down as follows:

(Thousands of United States dollars)

	2016	2015
<b>Contributions from participants</b>		
Regular contributions	752 314	747 250
Contributions for validation	607	835
Contributions for restoration	4 118	3 054
	<b>757 039</b>	<b>751 139</b>
<b>Contributions from member organizations</b>		
Regular contributions	1 504 629	1 494 499
Contributions for validation	1 564	1 504
	<b>1 506 193</b>	<b>1 496 003</b>
<b>Other contributions</b>		
Contributions for participants transferred in under agreements	3 827	1 782
Receipts of excess actuarial value over regular contributions	171	207
Other contributions/adjustments	6 268	7 846
	<b>10 266</b>	<b>9 835</b>
<b>Total contributions for the period</b>	<b>2 273 498</b>	<b>2 256 977</b>

157. The contribution income varies on the basis of changes in the number of participants, changes in the distribution of participants, changes in pensionable remuneration rates as a result of cost-of-living increases determined by the International Civil Service Commission and the yearly step increase to individual pensionable remuneration received by all participants.

**Note 15**  
**Other income**

158. Other income earned during the period can be broken down as follows:

(Thousands of United States dollars)

	2016	2015
Class action proceeds	485	4 351
Notional interest income	2 093	3 916
United Nations University management fees	50	50
Other claims	740	214
<b>Total other income for the period</b>	<b>3 368</b>	<b>8 531</b>

**Note 16**  
**Benefit expenses**

159. Benefit expenses in the period can be broken down as follows:

(Thousands of United States dollars)

	2016	Restated 2015
<b>Withdrawal settlements and full commutation of benefits</b>		
For contributory service of five years or less	42 790	55 187
For contributory service more than five years	74 605	138 041
	<b>117 395</b>	<b>193 228</b>
<b>Retirement benefits</b>		
Full retirement benefits	1 297 563	1 249 634
Early retirement benefits	668 319	643 261
Deferred retirement benefits	93 225	90 506
Disability benefits	67 886	63 909
Survivor benefits	234 666	231 609
Child benefits	29 632	26 050
	<b>2 391 291</b>	<b>2 304 969</b>
<b>Other benefits/adjustments</b>		
Payments for participants transferred out under agreements	228	141
Other benefits/adjustments	(2 794)	(380)
	<b>(2 566)</b>	<b>(239)</b>
<b>Total benefit expenses for the period</b>	<b>2 506 120</b>	<b>2 497 958</b>

160. Note 25 contains additional information regarding restatement.

**Note 17**  
**Administrative expenses**

161. Expenses incurred in 2016 and 2015 are as follows:

(Thousands of United States dollars)

	2016				Total
	Administrative expenses	Investment expenses	Audit fees	Board expenses	
Established posts (excluding change in the value of the after-service health insurance liability)	14 387	10 418	–	–	24 805
Change in the value of the after-service health insurance liability	4 655	1 474	116	–	6 245
Other staff costs	4 189	363	–	–	4 552
Consultants	113	87	–	–	200
Travel	349	395	–	–	744
Training	57	14	–	–	71
Contractual services	13 995	13 002	–	–	26 997
Hospitality	–	–	–	–	–
General operating expenses	4 367	4 290	–	–	8 657
Supplies and materials	81	27	–	–	108
Furniture and equipment	460	410	–	–	870
Audit costs (excluding change in the value of the after-service health insurance liability)	–	–	1 099	–	1 099
Board expenses	–	–	–	416	416
<b>Total administrative expenses</b>	<b>42 653</b>	<b>30 480</b>	<b>1 215</b>	<b>416</b>	<b>74 764</b>

(Thousands of United States dollars)

	2015				Total
	Administrative expenses	Investment expenses	Audit fees	Board expenses	
Established posts (excluding change in the value of the after-service health insurance liability)	13 219	9 901	–	–	23 120
Change in the value of the after-service health insurance liability	(4 166)	(1 305)	(108)	–	(5 579)
Other staff costs	1 988	480	–	–	2 468
Consultants	284	629	–	–	913
Travel	368	579	–	–	947
Training	52	27	–	–	79
Contractual services	8 684	15 810	–	–	24 494
Hospitality	–	2	–	–	2
General operating expenses	4 740	3 534	–	–	8 274
Supplies and materials	34	25	–	–	59
Furniture and equipment	578	204	–	–	782
Audit costs (excluding change in the value of the after-service health insurance liability)	–	–	1 006	–	1 006
Board expenses	–	–	–	104	104
<b>Total administrative expenses</b>	<b>25 781</b>	<b>29 886</b>	<b>898</b>	<b>104</b>	<b>56 669</b>

**Note 18**  
**Other expenses**

162. Other expenses incurred during the period can be broken down as follows:

(Thousands of United States dollars)

	2016	2015
Emergency fund expense	40	35
Notional interest expense	637	2 175
Other expenses and claims	605	1 007
<b>Total other expenses for the period</b>	<b>1 282</b>	<b>3 217</b>

**Note 19**  
**Actuarial situation of the Fund**

(see also note 1.5)

163. The Fund provides retirement, death, disability and related benefits for staff of the United Nations and other organizations admitted to membership in the Fund. Accumulated (promised) plan benefits represent the total actuarial present value of those estimated future benefits that are attributable under the Fund's provisions to the service that staff have rendered as at the valuation date. Accumulated plan benefits include benefits to be paid to: (a) retired or terminated staff or their beneficiaries; (b) beneficiaries of staff who have died; and (c) present staff or their beneficiaries.

164. Benefits payable under all circumstances — retirement, death, disability and termination of employment — are included to the extent they are deemed attributable to the service that staff have rendered as at the valuation date.

165. The actuarial present value of accumulated (promised) plan benefits (which does not take into account future increases in pensionable remuneration) is determined by independent actuaries and the amount is derived by applying actuarial assumptions to adjust the accumulated plan benefits to reflect the time value of money (through discounts for interest) and the probability of payment (by means of decrements such as for death, disability, withdrawal or retirement) between the valuation date and the expected date of payment.

166. The Fund is applying the guidance included in IAS 26.28 (b) and discloses the actuarial present value of promised retirement benefits in the notes to its financial statements.

*Key assumptions*

167. The significant actuarial assumptions used are as follows:

- Life expectancy of participants (2007 United Nations mortality tables adjusted for forecast improvements in mortality)
- Age-specific retirement and turnover assumptions as approved by the Pension Board during its sixty-second session
- Annual investment return of 6.5 per cent, which serves as the discount rate for liabilities
- Annual rate of 3.0 per cent for cost-of-living increases in pensions
- Assumed long-term cost of two-track system of 2.1 per cent of pensionable remuneration

- Assumed percentage of benefits commuted by retired participants of 20.4 per cent of annuity payments

168. These key assumptions were recommended by the Committee of Actuaries and adopted by the Pension Board at its sixty-second session, in July 2015. The foregoing actuarial assumptions are based on the presumption that the Fund will continue. Were the Fund to be terminated, different actuarial assumptions and other factors may be applicable in determining the actuarial present value of accumulated plan benefits. The actuarial present value of accumulated plan benefits as at 31 December 2016 shown in the present disclosure is projected to the disclosure date using standard actuarial techniques on the basis of the 31 December 2013 valuation results and assumes that all economic and demographic assumptions will have been exactly met from 31 December 2013 onward, except actual experience for foreign exchange and inflation experience for the period 31 December 2013 to 31 December 2015 have been reflected.

#### *Statement of accumulated benefits*

169. The actuarial present value of accumulated plan benefits as at 31 December 2016 is as follows (see note 1.11 for a description of the pension adjustment system):

(Millions of United States dollars)

	<i>If future pension payments are made under the Regulations</i>	
	<i>Without pension adjustments</i>	<i>With pension adjustments</i>
Actuarial value of vested benefits		
Participants currently receiving benefits	22 431	32 936
Vested terminated participants	230	402
Active participants	12 381	18 783
<b>Total vested benefits</b>	<b>35 042</b>	<b>52 121</b>
Non-vested benefits	1 252	1 596
<b>Total actuarial present value of accumulated plan benefits</b>	<b>36 294</b>	<b>53 717</b>

#### *Information on participation in the Pension Fund*

170. A valuation as at 31 December 2015 was prepared by the consulting actuary and presented to the Committee of Actuaries and the Pension Board in 2016. However, using additional information becoming available in 2017, anomalies in the census data provided to the consulting actuary were identified as a result of the transition from the legacy information technology system, and it was decided that the previous valuation provided by the consulting actuaries as at 31 December 2013 would be used. In accordance with the valuation conducted as at 31 December 2015, the total actuarial present value of accumulated plan benefits was \$36,549 million (without pension adjustment) and \$51,625 million (with pension adjustment). As a result of the withdrawal of the valuation report as at 31 December 2015, the total actuarial present value of accumulated plan benefits was changed, as stated above, which had the impact of an increase/(decrease) in the total actuarial present value of accumulated plan benefits by \$2,092 million (with pension adjustment) and (\$255 million) (without pension adjustment). The Fund is committed to further investigating and resolving the census data anomalies identified in the next actuarial valuation noted in its financial statements for the year ended 31 December 2017. As an exception from the cycle of valuation occurring once every two years, the valuation was therefore

based on participation as at 31 December 2013. The participation in the plan developed as follows:

<i>As at 31 December 2013</i>	
<b>Active participants</b>	
Number	120 294
Annual remuneration (in millions of United States dollars)	10 375
<b>Average remuneration (in United States dollars)</b>	<b>86 245</b>
<b>Retired participants and beneficiaries</b>	
Number	69 980
Annual benefit (in millions of United States dollars)	2 050
<b>Average benefit (in United States dollars)</b>	<b>29 292</b>

*Actuarial asset value used for periodic actuarial valuations*

171. The actuarial asset value used for the purpose of preparing the periodic actuarial valuation differs from the value presented in the financial statements. The periodic actuarial valuation presents a value using a five-year moving market average methodology. A limiting corridor of 15 per cent is applied, which means that the computed value has a minimum value of 85 per cent and a maximum value of 115 per cent of the market value of the assets as at the valuation date. Starting with the valuation as at 31 December 2013, a gradual transition to the alternative asset averaging methodology was introduced, with a target completion date of the actuarial valuation of 31 December 2019. The effect of transitioning to the alternative asset averaging methodology is an increase in actuarial assets of \$996.7 million as at 31 December 2013 and \$2,214.1 million as at 31 December 2015.

**Note 20**

**Commitments and contingencies**

**20.1 Investment commitments**

172. As at 31 December 2016 and 31 December 2015, the Fund was committed to the following investment commitments:

(Thousands of United States dollars)

	<i>31 December 2016</i>	<i>31 December 2015</i>
Real estate funds	2 045 371	1 393 425
Private equity	1 967 515	1 683 823
Infrastructure funds	60 020	115 468
Timberland funds	86 701	60 020
<b>Total commitments</b>	<b>4 159 607</b>	<b>3 252 736</b>

173. With regard to private equity and the real estate, infrastructure and timberland investments, funds are drawn down in accordance with the terms and conditions of the fund agreements. The fund agreements are unique to each individual investment. However, funds are drawn down to: (a) fund investments in assets that have been purchased or are being contracted for purchase; and (b) pay fees earned by the general partner or manager under the terms and conditions of the fund agreement.

## 20.2 Lease commitments

174. As at 31 December 2016 and 31 December 2015, the Fund was committed to the following lease commitments:

(Thousands of United States dollars)

	<i>31 December 2016</i>	<i>31 December 2015</i>
<b>Obligations for property leases</b>		
Under 1 year	6 566	6 738
1-5 years	16 380	23 339
Beyond 5 years	–	–
<b>Total</b>	<b>22 946</b>	<b>30 077</b>

## 20.3 Legal or contingent liabilities and contingent assets

175. There are no material contingent liabilities arising from legal actions and claims that are likely to result in a significant liability to the Pension Fund.

176. Contingent assets are excluded from the statement of net assets available for benefits on the basis that the inflow of economic benefits is not virtually certain but reliant on the occurrence of an event outside of the control of the Fund. There were no contingent assets as at 31 December 2016.

### Note 21

#### Risk assessment

177. The Fund's activities expose it to a variety of financial risks including, but not limited to, credit risk, liquidity risk and market risk (including currency risk, interest rate risk and price risk).

178. The Fund's investment risk management programme seeks to measure and monitor the risk to which the Fund is exposed and seeks to minimize potential adverse effects on the Fund's financial performance, consistent with the Fund's strategic asset allocation policy. The Investments Committee provides advice to the Representative of the Secretary-General on investment strategy and reviews the investments of the Fund at its quarterly meetings. The Committee advises on long-term policy, asset allocation and strategy, diversification by type of investment, currency and economic sector and any other matters.

179. The Fund uses different methods to measure, monitor and manage the various types of financial risk to which it is exposed. These methods are explained below.

## 21.1 Credit risk

180. Credit risk is defined as the potential risk that a borrower or counterparty will fail to meet its obligations in accordance with agreed terms, resulting in a loss. The risk of a trading partner not fulfilling its obligations to another in a timely manner is a risk that all obligors face. Ensuring adequate control over credit risk and effective risk management is critical to the long-term sustainability of the Fund. The Fund manages risk by addressing the following important areas:

- Approving and maintaining appropriate credit exposure measurement and monitoring standards
- Establishing limits for amounts and concentrations of credit risk, and monitoring and implementing a review process for credit exposure
- Ensuring adequate controls over credit risk

181. The Fund is primarily exposed to credit risk in its debt securities (total fixed income, and short-term bills and notes). The Fund's policy to manage this risk is to invest in debt securities that have an investment grade rating by at least one of the following well-known credit rating agencies: Standard & Poor's, Moody's and Fitch. For the purpose of consistency in the present disclosure, the Fund used Moody's Investors Service, which provided ratings on most of the Fund's debt securities in 2016. As at 31 December 2016, 92 per cent (2015: 95 per cent) of individual securities of the fixed income portfolio were investment grade (rated between Aaa to Baa3) by Moody's. The analysis below summarizes the credit quality of the Fund's fixed income portfolio as at 31 December 2016 and 31 December 2015, respectively, as provided by Moody's.

(Thousands of United States dollars)

	31 December 2016			
	Aaa-A3	Baa1-Baa3	Not rated	Total
Commercial mortgage-backed	7 267	–	–	7 267
Corporate bonds	2 056 248	555 015	178 692	2 789 955
Funds — corporate bond	–	–	46 702	46 702
Government agencies	1 439 840	–	59 389	1 499 229
Government bonds	6 310 445	359 464	576 684	7 246 593
Government mortgage-backed	–	–	56 141	56 141
Index-linked government bonds	35 961	–	–	35 961
Municipal/provincial bonds	544 914	–	81 199	626 113
Non-government-backed collateralized mortgage obligations	3 361	–	–	3 361
<b>Total fixed income</b>	<b>10 398 036</b>	<b>914 479</b>	<b>998 807</b>	<b>12 311 322</b>
Short-term investments	203 659	68 107	452 743	724 509

(Thousands of United States dollars)

	31 December 2015			
	Aaa-A3	Baa1-Baa3	Not rated	Total
Commercial mortgage-backed	67 079	–	48 419	115 498
Corporate bonds	2 883 044	704 106	75 166	3 662 316
Funds — corporate bond	–	–	44 150	44 150
Government agencies	2 321 741	–	6 460	2 328 201
Government bonds	4 948 713	271 814	342 073	5 562 600
Government mortgage-backed	–	–	74 874	74 874
Index-linked government bonds	155 168	–	–	155 168
Municipal/provincial bonds	494 231	–	43 473	537 704
Non-government-backed collateralized mortgage obligations	4 592	–	–	4 592
<b>Total fixed income</b>	<b>10 874 568</b>	<b>975 920</b>	<b>634 615</b>	<b>12 485 103</b>
Short-term investments	–	–	534 952	534 952

182. Of the unrated fixed income securities totalling \$998.8 million as at 31 December 2016, \$895.1 million were in debt securities that present a very low credit risk as they carry an issuer's credit rating of investment grade, thereby providing evidence of their creditworthiness. Of the remaining unrated debt securities amounting to \$103.7 million for which no issuer rating was available from Moody's, seven debt securities, amounting to \$57.0 million, were rated investment grade by at least one of the other two rating agencies (Standard & Poor's and Fitch), and another security, amounting to \$46.7 million, was a bond fund and as such was not evaluated by a credit rating agency.

183. Of the unrated fixed income securities totalling \$634.6 million as at 31 December 2015, \$494.8 million were in debt securities that present a very low credit risk as they carry an issuer's credit rating of investment grade, thereby providing evidence of their creditworthiness. Of the remaining unrated debt securities amounting to \$139.8 million for which no issuer rating was available from Moody's, six debt securities, amounting to \$95.7 million, were rated investment grade by at least one of the other two rating agencies (Standard & Poor's and Fitch), and another security, amounting to \$44.1 million, was a bond fund and as such was not evaluated by a credit rating agency.

184. All transactions in listed securities are paid for upon delivery using approved brokers. Settlement risk is considered minimal, as delivery of securities sold is only made once the broker has received payment. Payment is made on a purchase once the securities have been received by the broker. The trade will fail if either party fails to meet its obligation.

## **21.2 Liquidity risk**

185. Liquidity risk is the risk of not meeting cash requirements for the Fund's obligations. Cash requirements can arise from settlement needs for various investment trades, capital calls from uncalled or unfunded commitments, and benefit payment disbursements in various currencies. The Fund manages its liquidity risk by investing the vast majority of its investments in liquid securities.

## **21.3 Market risk**

186. Market risk is the risk of change in the value of plan assets as a result of various market factor movements such as interest rates, major market index movements, currency exchange rates and market volatility. The Fund has adopted value at risk as a parameter to measure the market risk, in addition to standard deviation and tracking risk. Value at risk is a universally accepted parameter to communicate market risk for financial institutions and asset management institutions. The Fund also includes risk tolerance for investment risks in the investment policy approved by the Representative of the Secretary-General. On the basis of this risk tolerance, a risk budget has been assigned to each portfolio manager. The risk budget is modified once a year.

187. Value at risk (VaR), as a single number, summarizes the portfolio's exposure to market risk as well as the probability of an adverse move, or in other words, level of risk. The main purpose of value at risk is to assess market risks that result from changes in market prices. There are three key characteristics of value at risk: (a) the amount (in percentage or dollar terms); (b) the time horizon (in this case, one year); and (c) the confidence level (in this case, 95 per cent). When reported as 95 per cent confidence, the VaR 95 number (in percentage or in dollar terms) indicates that there is a 95 per cent chance that portfolio losses will not exceed the given VaR 95 number (in percentage or dollar terms) over a year. In addition, the Fund reports tail risk or expected shortfall, which measures the average expected loss for the 5 per cent of the

time when the losses exceed VaR 95. The Fund also reports contribution to risk. Considering the risk of the whole Fund as 100 per cent, contribution to risk indicates how much of the risk is contributed by that asset class. Contribution to risk is additive (all contributions will add up to 100 per cent). VaR 95 is not additive owing to the diversification effect.

188. The table below depicts four important aspects of risk. It shows volatility or standard deviation in percentage, followed by VaR 95 for the given portfolio in percentage terms. Contribution to risk indicates how much each asset class is contributing to the total Fund risk. Clearly, total Fund risk is 100 per cent and each of the asset classes below indicates the contribution to the risk. Expected shortfall at 5 per cent (because the Fund is indicating VaR at 95 per cent) indicates average value or expected value of losses for the 5 per cent of the time when losses exceed VaR 95.

189. All numbers in the tables below are annualized using historical simulation.

(Percentage)

Asset class	2016			
	Volatility (standard deviation)	VaR (95%)	Contribution to risk	Expected shortfall (5%)
Total fund	8.58	13.10	100.00	20.40
Total equity	11.79	18.74	86.72	28.60
Fixed income	4.71	8.06	0.69	11.29
Cash and short-term	0.91	1.60	0.11	2.13
Real estate	14.74	26.79	8.38	36.32
Private equity	11.62	18.15	3.70	28.49
Commodities	13.52	22.57	0.13	29.93
Infrastructure	14.57	26.75	0.27	35.89

Note: Figures are reported from MSCI RiskMetrics as at 31 December 2016.

(Percentage)

Asset class	2015			
	Volatility (standard deviation)	VaR (95%)	Contribution to risk	Expected shortfall (5%)
Total fund	7.64	12.00	100.00	18.04
Total equity	10.51	17.30	87.03	24.86
Minimum volatility equity	9.97	16.13	1.43	23.72
Fixed income	3.56	6.04	0.73	8.77
Cash and short-term	1.48	2.56	0.18	3.51
Real estate	14.30	22.42	6.81	31.31
Private equity	13.77	22.48	3.27	31.54
Commodities	11.94	20.91	0.10	28.64
Infrastructure	13.59	22.56	0.30	31.42
Risk parity	12.82	21.93	1.58	30.98

Note: Figures are reported from MSCI RiskMetrics as at 1 January 2016.

*Price risk*

190. The Fund is exposed to equity securities price risk. This arises from investments held by the Fund for which prices in the future are uncertain. Where non-monetary financial instruments, for example, equity securities, are denominated in currencies other than the United States dollar, the price is initially expressed in the non-United States dollar denominated currency and is then converted into United States dollars, which will also fluctuate because of changes in currency exchange rates.

191. As at 31 December 2016 and 31 December 2015, the fair value of equities exposed to price risk was as follows:

(Thousands of United States dollars)

	<i>31 December 2016</i>	<i>31 December 2015</i>
Common and preferred stock	31 366 431	29 752 374
Funds — exchange traded funds	2 646 766	2 329 996
Real estate investment trusts	240 075	219 421
Funds — common stock	158 361	165 279
Stapled securities	43 841	34 274
<b>Total equity instruments</b>	<b>34 455 474</b>	<b>32 501 344</b>

192. Considering the total Fund risk as 100 per cent, the contribution to risk due to price risk is 93.4 per cent (2015: 93.2 per cent). For the total price risk, equities contributed 83.9 per cent (2015: 87.7 per cent) to the total Fund price risk and the rest is contributed by all other asset classes.

193. The Fund also manages its exposure to price risk by analysing the investment portfolio by industrial sector and benchmarking the sector weights.

194. The Fund's equity investment portfolio by industrial sector in 2016 and 2015 was as follows:

(Percentage)

<i>General industry classification standards</i>	<i>As at 31 December 2016</i>		<i>As at 31 December 2015</i>	
	<i>Fund's equity portfolio</i>	<i>Benchmark</i>	<i>Fund's equity portfolio</i>	<i>Benchmark</i>
Financials	17.22	18.68	19.54	21.52
Information technology	16.29	15.53	14.99	14.87
Consumer discretionary	11.80	12.10	12.59	12.95
Energy	6.47	7.35	5.10	6.19
Health care	11.05	11.05	13.32	12.52
Industrials	8.62	10.63	8.56	10.30
Consumer staples	8.28	9.48	8.67	10.23
Materials	5.05	5.27	3.87	4.53
Telecommunication services	3.11	3.62	3.10	3.72
Utilities	2.39	3.16	2.47	3.17
Real estate	2.01	3.13	–	–
Other	7.71	–	7.79	–
<b>Total</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>

195. The following table analyses the Fund's concentration of equity price risk in the Fund's equity portfolio by geographical distribution (on the basis of the counterparty's place of primary listing or, if not listed, place of domicile).

(Percentage)

	2016	2015
North America	57.9	57.1
Europe	19.3	20.7
Asia-Pacific	10.7	11.3
Emerging markets	9.9	8.4
International regions	2.2	2.5
<b>Total</b>	<b>100.0</b>	<b>100.0</b>

#### Currency risk

196. The Fund is one of the most globally diversified pension funds in the world and therefore holds both monetary and non-monetary assets denominated in currencies other than the United States dollar, the Fund's base currency. Currency exchange risk arises as the value of financial instruments denominated in other currencies fluctuates owing to changes in currency exchange rates. Management monitors the exposure to all currencies. The unrealized foreign currency gain/loss is attributable primarily to the fluctuation in currency exchange rates during the period.

197. The Fund does not use hedging to manage its non-United States dollar denominated currency risk exposure because the Fund expects currency impact to net out to zero over a full market cycle, as has been the case historically. Currency risk refers to risk due to foreign exchange rate changes.

198. The tables below illustrate the foreign currency risk exposure of the Fund by class of investment. These summarize the Fund's cash and investments at fair value as at 31 December 2016 and 31 December 2015. Net financial liabilities amounting to \$39.9 million in 2016 (2015 restated: \$79.7 million) not held at fair value (see note 5) are excluded from these tables. Assets held in exchange-traded funds or externally managed specialty funds are included as United States dollar assets.

(Percentage)

Currency	As at 31 December 2016						Total
	Equity	Fixed income	Real assets	Alternative and other investments	Short-term	Cash	
United States dollar	38.47	11.49	5.64	2.60	0.25	2.52	60.97
Euro	6.09	3.79	0.46	0.45	0.90	0.02	11.71
Japanese yen	4.75	2.48	0.22	–	–	0.00	7.45
British pound sterling	3.64	0.94	0.17	–	–	0.00	4.75
Canadian dollar	1.97	0.67	0.16	–	–	0.00	2.80
Australian dollar	1.24	0.54	0.31	–	–	0.03	2.12
Hong Kong dollar	2.00	–	–	–	–	0.00	2.00
Swiss franc	1.71	–	–	–	–	0.00	1.71
Republic of Korea won	0.85	0.37	–	–	–	0.00	1.22
Polish zloty	–	0.84	–	–	–	0.09	0.93
Mexican peso	0.17	0.53	–	–	–	0.02	0.72

<i>As at 31 December 2016</i>							
<i>Currency</i>	<i>Equity</i>	<i>Fixed income</i>	<i>Real assets</i>	<i>Alternative and other investments</i>	<i>Short-term</i>	<i>Cash</i>	<i>Total</i>
Swedish krona	0.43	0.18	–	–	–	0.11	0.72
Norwegian krone	0.03	0.31	–	–	0.17	0.00	0.51
Indian rupee	0.39	–	–	–	–	0.06	0.45
Brazilian real	0.40	–	–	–	–	0.00	0.40
South African rand	0.34	–	–	–	–	0.00	0.34
Malaysian ringgit	0.10	0.20	–	–	–	0.01	0.31
Singapore dollar	0.23	0.07	–	–	–	0.00	0.30
Danish krone	0.25	–	–	–	–	0.00	0.25
New Zealand dollar	0.01	0.09	–	–	–	0.00	0.10
Philippine peso	0.10	–	–	–	–	0.00	0.10
Turkish lira	0.08	–	–	–	–	0.00	0.08
Chilean peso	–	0.06	–	–	–	0.00	0.06
Hungarian forint	–	–	–	–	–	0.00	0.00
CFA franc	–	–	–	–	–	0.00	0.00
Pakistan rupee	–	–	–	–	–	0.00	0.00
<b>Total</b>	<b>63.25</b>	<b>22.56</b>	<b>6.96</b>	<b>3.05</b>	<b>1.32</b>	<b>2.86</b>	<b>100.00</b>

(Percentage)

<i>As at 31 December 2015</i>							
<i>Currency</i>	<i>Equity</i>	<i>Fixed income</i>	<i>Real assets</i>	<i>Alternative and other investments</i>	<i>Short-term</i>	<i>Cash</i>	<i>Total</i>
United States dollar	37.65	12.82	5.13	3.20	0.61	2.21	61.62
Euro	6.05	3.98	0.37	0.34	0.42	0.01	11.17
British pound sterling	3.96	1.24	0.18	–	–	0.35	5.73
Japanese yen	5.00	1.40	0.19	–	–	0.02	6.61
Canadian dollar	1.46	0.70	0.15	–	–	0.01	2.32
Australian dollar	1.24	0.75	0.18	–	–	0.01	2.18
Swiss franc	1.87	–	–	–	–	0.01	1.88
Hong Kong dollar	1.70	–	–	–	–	0.01	1.71
Republic of Korea won	0.76	0.42	–	–	–	0.00	1.18
Polish zloty	0.00	1.03	–	–	–	0.00	1.03
Swedish krona	0.64	0.23	–	–	–	0.00	0.87
Mexican peso	0.19	0.56	–	–	–	0.17	0.92
Malaysian ringgit	0.11	0.30	–	–	–	0.03	0.44
Norwegian krone	0.02	0.38	–	–	–	0.00	0.40
Indian rupee	0.48	–	–	–	–	0.00	0.48
Singapore dollar	0.25	0.07	–	–	–	0.00	0.32
Brazilian real	0.15	0.00	–	–	–	0.00	0.15
South African rand	0.26	–	–	–	–	0.00	0.26
Danish krone	0.37	–	–	–	–	–	0.37

As at 31 December 2015							
Currency	Equity	Fixed income	Real assets	Alternative and other investments	Short-term	Cash	Total
Turkish lira	0.07	–	–	–	–	0.03	0.10
Philippine peso	0.15	–	–	–	–	–	0.15
New Zealand dollar	0.00	0.10	–	–	–	0.01	0.11
Hungarian forint	0.00	–	–	–	–	–	0.00
Pakistan rupee	–	–	–	–	–	0.00	0.00
CFA franc	–	–	–	–	–	0.00	0.00
<b>Total</b>	<b>62.38</b>	<b>23.98</b>	<b>6.20</b>	<b>3.54</b>	<b>1.03</b>	<b>2.87</b>	<b>100.00</b>

### Interest rate risk

199. Interest rate risk arises from the effects of fluctuations in the prevailing levels of market interest rates on the fair value of financial assets and liabilities and future cash flows. The Fund holds fixed interest rate securities, floating rate debt, cash and cash equivalents that expose the Fund to interest rate risk.

200. The table below summarizes the Fund's relative sensitivity to interest rate changes versus its reference benchmark of the Barclays Global Aggregate Index. This measure of duration for the portfolio indicates the approximate percentage change in the value of the portfolio if interest rates change by 100 basis points.

(Percentage)

	2016		2015	
	Fund	Benchmark	Fund	Benchmark
Effective duration	6.81	6.90	3.65	6.60

201. Effective duration is the sensitivity to interest rates. This means if the interest rate changes by 1 per cent, the Fund can lose or gain approximately 6.8 per cent (2015: 3.6 per cent) compared with the benchmark, which can lose or gain approximately 6.9 per cent (2015: 6.6 per cent). This primarily arises from the increase/decrease in the fair value of fixed interest securities.

## Note 22

### Budget information

#### 22.1 Movement between original and final budgets

(Thousands of United States dollars)

	Initial appropriation 2016	2015 budget balance carried forward	Approved increases/decreases	Final appropriation 2016
Administrative costs	45 772	–	–	45 772
Investment costs	42 435	–	–	42 435
Audit costs	1 475	–	–	1 475
Board expenses	477	–	–	477
<b>Total</b>	<b>90 159</b>	<b>–</b>	<b>–</b>	<b>90 159</b>

202. In its resolution 71/265, the General Assembly approved the appropriation for the biennium 2016-2017.

## 22.2 Reconciliation between the actual amounts on a comparable basis and the statement of changes in net assets available for benefits

203. Differences between the actual amounts on a comparable basis with the budget and the actual amounts recognized in the financial statements can be classified as follows:

(a) Basis differences, which occur when the approved budget is prepared on a basis other than the accounting basis, as stated in note 3.14;

(b) Timing differences, which occur when the budget period differs from the reporting period reflected in the financial statements. There are no timing differences for the Pension Fund for the purpose of comparison of budget and actual amounts;

(c) Entity differences, which occur when the budget omits programmes or entities that are part of the entity for which the financial statements are prepared. There are no entity differences for the Pension Fund.

(Thousands of United States dollars)

	2016	2015
<b>Actual amount on a comparable basis</b>	<b>58 363</b>	<b>55 846</b>
<b>Basis differences</b>		
Asset additions/disposals	(2 930)	(6 974)
Depreciation, amortization and impairment	8 142	4 120
Unliquidated obligations	1 159	11 594
Prepayments	289	(407)
Employee benefits	6 333	(6 674)
Other accruals	3 408	(836)
<b>Actual amount for administrative expenses in the statement of changes in net assets available for benefits</b>	<b>74 764</b>	<b>56 669</b>

204. The above reconciliation illustrates key differences between total administrative expenditure on a budget basis (modified cash basis) and total expenditure on an IPSAS basis. The main differences can be categorized as follows:

- *Depreciation expense.* Fixed assets and intangible assets meeting the threshold for capitalization are capitalized and depreciated over their useful lives on an IPSAS basis. Only depreciation expense is recognized over the useful lives of the asset whereas the total expense is recognized on a budget basis at the time of acquisition.
- *Expense recognition.* On a budget basis expenditure is recognized at the time of disbursement or commitment as unliquidated obligations. Under IPSAS, expenses are recognized at the time goods or services have been received. Unliquidated obligations for goods or services not received or prepayments are not recognized as expense. Economic services received but not paid for are recognized as expense under IPSAS.
- *Employee benefits.* On a budget basis, employee benefit expenses are recognized when the benefit is paid. Under IPSAS, an expense for an employee benefit should be recognized in the period in which the benefit is earned, regardless of the time of payment. IPSAS therefore recognizes expenses for

post-employment benefits such as after-service health insurance, annual leave or repatriation benefits.

### Note 23

#### Funds under management

205. Funds under management are defined as other United Nations funds for which the Fund has engaged the services of external fund managers, independent of the Fund.

206. Pursuant to General Assembly resolution 2951 establishing the United Nations University and Assembly resolution 3081 and article IX of the charter of the University (A/9149/Add.2), the Investment Management Division provides oversight services for the investments of the United Nations University Endowment Fund that are currently outsourced to Nikko Asset Management with a separate custodian bank. Formal arrangements between the Investment Management Division and the Endowment Fund regarding these services have been agreed upon. Resulting funds are reflected in the accounts of the United Nations University. There is no commingling of investment funds with those of the Pension Fund, which are maintained separately. The costs of Investment Management Division management advisory fees amounting to \$50,000 per year are reimbursed by the Endowment Fund to the Division and recorded as other income.

### Note 24

#### Related party transactions

##### Key management personnel

207. Details of the remuneration to key management personnel by the Fund for the years ended 31 December 2016 and 31 December 2015 are as follows:

	Number of individuals	Compensation and post adjustment	Entitlements	Pension and health plans	Total remuneration	Outstanding advances against entitlements	Outstanding loans
		<i>(Thousands of United States dollars)</i>					
2016	5	907	129	208	1 244	–	–
2015	5	848	67	192	1 107	–	–

208. Key management personnel are the Chief Executive Officer, the Representative of the Secretary-General, the Deputy Chief Executive Officer, the Director of the Investment Management Division and the Chief Financial Officer as they have the authority and responsibility for planning, directing and controlling the activities of the Pension Fund.

209. The aggregate remuneration paid to key management personnel includes net salaries, post adjustment, entitlements such as representation allowance and other allowances, assignment and other grants, rental subsidy, costs of shipment of personal effects and employer pension and current health insurance contributions.

210. There were no outstanding advances against entitlements of key management personnel as at 31 December 2016.

211. Key management personnel are also qualified for post-employment benefits (see note 11) at the same level as other employees. The actuarial valuation of the benefits for the key management personnel are as follows:

(Thousands of United States dollars)

	<i>31 December 2016</i>	<i>31 December 2015</i>
After-service health insurance	1 203	1 095
Repatriation grant	80	78
Annual leave	105	105
Death benefit	2	2
<b>Total</b>	<b>1 390</b>	<b>1 280</b>

**Other related parties**

212. While no transactions occurred with the parties listed below, they are considered as related parties and a summary of the Fund's relationship with these parties is provided.

*General Assembly*

213. The General Assembly is the highest legislative body for the Fund. It reviews reports submitted by the Pension Board, approves the budget of the Fund, decides on the admittance of new member organizations to the Fund and amends the Regulations of the Fund.

*Twenty-three member organizations participating in the Fund*

214. The member organizations of the Fund (which are international intergovernmental organizations) join the Fund by decision of the General Assembly and at the time of admission agree to adhere to the Regulations of the Fund. Each member organization has a staff pension committee and a secretary to the committee; the committees and their secretariat are an integral part of the Fund's administration.

*United Nations International Computing Centre*

215. The United Nations International Computing Centre was established in January 1971 pursuant to General Assembly resolution 2741 (XXV). The Centre provides information technology and communications services to partners and users in the United Nations system. As a partner bound by the mandate of the Centre, the Fund would be proportionately responsible for any third-party claim or liability arising from or related to service activities of the Centre, as specified in the Centre's mandate. As at 31 December 2016, there were no known claims having an impact on the Fund. Ownership of assets is with the Centre until dissolution. Upon dissolution, the division of all assets and liabilities among partner organizations shall be agreed by the Management Committee by a formula defined at that time.

216. The role of the Centre is:

- To provide information technology services on a full cost-recovery basis
- To assist in exploiting networking and computing technology
- To provide information management services
- To advise on questions related to information management
- To provide specialized training

**Note 25****Restatement and comparative numbers**

217. Immediately after the implementation of the Integrated Pension Administration System, the Fund experienced a substantial surge in new benefit cases submitted to the Fund for processing. This resulted in delays in the processing of new benefit cases and affected benefits payable for the years 2016 and 2015. The surge in the number of separations was associated with the downsizing of United Nations peacekeeping missions as well as efforts by member organizations to complete outstanding separations. At the time of closing of the prior year financial statements, the Fund estimated the outstanding cases as at 31 December 2015 at \$50.6 million on the basis of the best information available at the time. However, on the basis of the analysis of benefit expenses for the current year financial statement and considering the volume of “in transit” cases sent by employing entities to the Fund (a significant proportion of which was sent 120 days or more after the date of separation), the outstanding benefit expenses as at 31 December 2015 amounted to \$187.4 million.

218. To reflect the additional information pertaining to the year 2015 gathered subsequent to the issuance of the 2015 financial statements and enhance the comparability of the information provided, the Fund has restated its previously issued financial statement for the year 2015. Taking the new estimate of benefit expenses for 2015 into account, total benefit liabilities as at 31 December 2015 amount to \$226.4 million rather than \$89.6 million as previously reported, and benefit expenses amount to \$2,498.0 million rather than \$2,361.1 million as previously reported.

219. The change in benefits payable is as follows:

(Thousands of United States dollars)

	<i>Previously reported 31 December 2015</i>	<i>Adjustment</i>	<i>Restated 31 December 2015</i>
Withdrawal settlements	35 896	54 277	90 173
Lump sum payments	15 228	69 094	84 322
Periodic benefits payable	38 527	13 456	51 983
Other benefits payable	(57)	–	(57)
<b>Total</b>	<b>89 594</b>	<b>136 827</b>	<b>226 421</b>

220. The change in benefit expenses is as follows:

(Thousands of United States dollars)

	<i>Previously reported 31 December 2015</i>	<i>Adjustment</i>	<i>Restated 31 December 2015</i>
<b>Withdrawal settlements and full commutation of benefits</b>			
For contributory service of five years or less	49 961	5 226	55 187
For contributory service of more than five years	88 990	49 051	138 041
	<b>138 951</b>	<b>54 277</b>	<b>193 228</b>
<b>Retirement benefits</b>			
Full retirement benefits	1 192 463	57 171	1 249 634
Early retirement benefits	622 854	20 407	643 261
Deferred retirement benefits	90 020	486	90 506
Disability benefits	63 290	619	63 909
Survivor benefits	228 027	3 582	231 609
Child benefits	25 765	285	26 050
	<b>2 222 419</b>	<b>82 550</b>	<b>2 304 969</b>
<b>Other benefits/adjustments</b>			
Payments for participants transferred out under agreements	141	–	141
Other benefits/adjustments	(380)	–	(380)
	(239)	–	(239)
<b>Total benefit expenses for the period</b>	<b>2 361 131</b>	<b>136 827</b>	<b>2 497 958</b>

**Note 26****Subsequent events**

221. At the time of issuance of the financial statements, the management of the Fund is not aware of any reportable event after the reporting date in accordance with IPSAS 14.

## Appendix

### Statistics on the operations of the United Nations Joint Staff Pension Fund

Table 1  
Number of participants

Member organization	Participants as at 31 December 2015	New entrants	Transfers			Participants as at 31 December 2016	Percentage increase/ (decrease)
			In	Out	Separations		
United Nations <sup>a</sup>	86 880	7 577	209	234	7 321	87 111	0.3
International Labour Organization	3 760	373	28	20	435	3 706	(1.4)
Food and Agriculture Organization of the United Nations	10 062	1 025	70	93	746	10 318	2.5
United Nations Educational, Scientific and Cultural Organization	2 445	156	9	15	183	2 412	(1.3)
World Health Organization	10 536	1 105	76	55	938	10 724	1.8
International Civil Aviation Organization	787	84	7	6	74	798	1.4
World Meteorological Organization	350	25	6	3	27	351	0.3
International Atomic Energy Agency	2 666	210	16	14	197	2 681	0.6
International Maritime Organization	284	14	3	3	14	284	0.0
International Telecommunication Union	779	29	7	4	43	768	(1.4)
World Intellectual Property Organization	1 233	66	12	10	76	1 225	(0.6)
International Fund for Agricultural Development	578	35	11	5	24	595	2.9
International Centre for the Study of the Preservation and Restoration of Cultural Property	33	5	–	–	1	37	12.1
European and Mediterranean Plant Protection Organization	17	2	–	–	1	18	5.9
International Centre for Genetic Engineering and Biotechnology	171	11	–	–	14	168	(1.8)
World Tourism Organization	97	4	–	2	8	91	(6.2)
International Tribunal for the Law of the Sea	38	3	2	–	4	39	2.6
International Seabed Authority	33	2	–	–	–	35	6.1
United Nations Industrial Development Organization	697	29	1	6	52	669	(4.0)
International Criminal Court	1 004	136	35	10	66	1 099	9.5
Inter-Parliamentary Union	46	2	–	–	1	47	2.2
International Organization for Migration	3 924	1 029	18	19	328	4 624	17.8
Special Tribunal for Lebanon	472	42	10	21	41	462	(2.1)
<b>Total</b>	<b>126 892</b>	<b>11 964</b>	<b>520</b>	<b>520</b>	<b>10 594</b>	<b>128 262</b>	<b>1.1</b>

<sup>a</sup> United Nations Headquarters, regional offices and all funds and programmes.

Table 2  
**Benefits awarded to participants or their beneficiaries during the year ended 31 December 2016**

Member organization	Number of benefits awarded											Total
	Retirement benefit	Early retirement benefit	Deferred retirement benefit	Withdrawal settlement		Child benefit	Widow and widower benefit	Other death benefit	Disability benefit	Secondary dependent benefit	Transfer under agreement	
				Under 5 years	Over 5 years							
United Nations <sup>a</sup>	1 247	572	121	2 842	2 221	1 240	83	24	83	2	–	8 435
International Labour Organization	98	34	5	234	55	54	2	–	4	–	–	486
Food and Agriculture Organization of the United Nations	200	119	6	271	113	220	9	2	11	–	–	951
United Nations Educational, Scientific and Cultural Organization	72	19	5	59	17	28	6	–	5	–	–	211
World Health Organization	294	93	33	363	128	257	15	1	9	–	–	1 193
International Civil Aviation Organization	29	11	5	25	4	1	–	–	–	–	–	75
World Meteorological Organization	10	2	–	10	2	2	–	–	3	–	–	29
International Atomic Energy Agency	64	45	7	62	11	32	2	–	7	–	–	230
International Maritime Organization	10	3	–	–	1	1	–	–	–	–	–	15
International Telecommunication Union	14	5	–	17	2	8	1	1	4	–	–	52
World Intellectual Property Organization	22	15	2	26	6	8	1	–	5	–	–	85
International Fund for Agricultural Development	12	2	–	4	1	8	–	–	2	–	–	29
International Centre for the Study of the Preservation and Restoration of Cultural Property	1	–	–	–	–	–	–	–	–	–	–	1
European and Mediterranean Plant Protection Organization	–	1	–	–	–	–	–	–	–	–	–	1
International Centre for Genetic Engineering and Biotechnology	3	3	3	2	3	–	–	–	–	–	–	14
World Tourism Organization	3	3	1	1	–	1	–	–	–	–	–	9
International Tribunal for the Law of the Sea	3	–	–	–	–	3	–	–	1	–	–	7
International Seabed Authority	–	–	–	–	–	–	–	–	–	–	–	–
United Nations Industrial Development Organization	28	9	2	10	4	7	1	2	–	–	–	63
International Criminal Court	5	4	–	28	21	4	1	–	1	–	–	64
Inter-Parliamentary Union	1	–	–	–	–	–	–	–	–	–	–	1
International Organization for Migration	13	6	6	208	77	14	3	1	3	–	–	331
Special Tribunal for Lebanon	2	4	1	24	4	5	–	–	–	–	–	40
<b>Total</b>	<b>2 131</b>	<b>950</b>	<b>197</b>	<b>4 186</b>	<b>2 670</b>	<b>1 893</b>	<b>124</b>	<b>31</b>	<b>138</b>	<b>2</b>	<b>–</b>	<b>12 322</b>

<sup>a</sup> United Nations Headquarters, regional offices and all funds and programmes.

Table 3  
**Analysis of periodic benefits for the year ended 31 December 2016**

<i>Type of benefit</i>	<i>Total as at 31 December 2015</i>	<i>New</i>	<i>Benefits discontinued, resulting in award of survivor benefit</i>	<i>All other benefits discontinued</i>	<i>Total as at 31 December 2016</i>
Retirement	26 275	2 131	(287)	(455)	27 664
Early retirement	15 525	950	(149)	(216)	16 110
Deferred retirement	7 536	197	(35)	(150)	7 548
Widow	10 843	107	679	(390)	11 239
Widower	901	17	75	(25)	968
Disability	1 409	138	(21)	(26)	1 500
Child	8 947	1 893	–	(1 119)	9 721
Secondary dependant	38	2	2	(4)	38
<b>Total</b>	<b>71 474</b>	<b>5 435</b>	<b>264</b>	<b>(2 385)</b>	<b>74 788</b>

## Annex VI

### **Report of the Board of Auditors on the financial statements: audit opinion**

#### **Opinion**

We have audited the financial statements of the United Nations Joint Staff Pension Fund, which comprise the statement of net assets available for benefits (statement I) as at 31 December 2016 and the statement of changes in net assets available for benefits (statement II), the cash flow statement (statement III) and the statement of comparison of budget and actual amounts (statement IV) for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the net assets available for benefits of the United Nations Joint Staff Pension Fund as at 31 December 2016 and the changes in net assets available for benefits and its cash flows for the year then ended, in accordance with International Public Sector Accounting Standards (IPSAS) and International Accounting Standard 26.

#### **Basis for opinion**

We conducted our audit in accordance with the International Standards on Auditing. Our responsibilities under those standards are described in the section below entitled “Auditor’s responsibilities for the audit of the financial statements”. We are independent of the United Nations Joint Staff Pension Fund, in accordance with the ethical requirements relevant to our audit of the financial statements, and we have fulfilled our other ethical responsibilities in accordance with those requirements. We believe that the audit evidence that we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Information other than the financial statements and the auditor’s report thereon**

Management is responsible for the other information, which comprises the financial report for the year ended 31 December 2016, contained in chapter IV below, but does not include the financial statements and our auditor’s report thereon.

Our opinion on the financial statements does not cover the other information, and we do not express any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, on the basis of the work that we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact. We have nothing to report in this regard.

**Responsibilities of management and those charged with governance for the financial statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IPSAS and International Accounting Standard 26 and for such internal control as management determines to be necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the ability of the United Nations Joint Staff Pension Fund to continue as a going concern, disclosing, as applicable, matters related to the going concern and using the going-concern basis of accounting unless management intends either to liquidate the United Nations Joint Staff Pension Fund or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the financial reporting process of the United Nations Joint Staff Pension Fund.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatements, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the International Standards on Auditing, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement in the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than the risk of not detecting one resulting from error, as fraud may involve collusion, forgery, intentional omission, misrepresentation or the overriding of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the United Nations Joint Staff Pension Fund.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Draw conclusions as to the appropriateness of management's use of the going-concern basis of accounting and, on the basis of the audit evidence obtained, whether a material uncertainty exists in relation to events or conditions that may cast significant doubt on the ability of the United Nations Joint Staff Pension Fund to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit

evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the United Nations Joint Staff Pension Fund to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Report on other legal and regulatory requirements**

Furthermore, in our opinion, the transactions of the United Nations Joint Staff Pension Fund that have come to our notice or that we have tested as part of our audit have, in all significant respects, been in accordance with the Financial Regulations and Rules of the United Nations and the financial rules of the United Nations Joint Staff Pension Fund and their legislative authority.

In accordance with article VII of the Financial Regulations and Rules of the United Nations, we have also issued a long-form report on our audit of the United Nations Joint Staff Pension Fund.

*(Signed)* Shashi Kant **Sharma**  
Comptroller and Auditor General of India  
Chair of the Board of Auditors  
(Lead Auditor)

*(Signed)* Mussa Juma **Assad**  
Controller and Auditor General of the  
United Republic of Tanzania

*(Signed)* Kay **Scheller**  
President of the German Federal Court of Auditors

30 June 2017

## Long-form report of the Board of Auditors

### *Summary*

The United Nations Joint Staff Pension Fund was established in 1949 by the General Assembly to provide retirement, death, disability and related benefits for the staff of the United Nations and other organizations admitted to the membership of the Fund. It is administered by the United Nations Joint Staff Pension Board.

The Board of Auditors (the Board) audited the financial statements of the United Nations Joint Staff Pension Fund (the Fund) and reviewed its operations for the year ended 31 December 2016 in accordance with General Assembly resolutions 74 (I) of 1946 and 680 (VII) of 1952 and in conformity with article VII of the Financial Regulations and Rules of the United Nations and the International Standards on Auditing. The audit was conducted primarily to enable the Board to form an opinion as to whether the financial statements presented fairly the financial position of the Fund as at 31 December 2016 and were in accordance with the International Public Sector Accounting Standards (IPSAS) and International Accounting Standard (IAS) 26. The audit was carried out through a review of the financial transactions and operations at the Fund's headquarters in New York, covering both the Investment Management Division and the secretariat of the Fund. The audit included a general review of financial systems and internal controls and a test examination of the accounting records and other supporting evidence to the extent that the Board considered necessary to form an opinion on the financial statements.

### **Audit opinion**

The Board issued an unqualified opinion on the financial statements of the Fund as reflected in chapter I of the present report.

### **Overall conclusion**

The Fund has successfully prepared financial statements in accordance with IAS 26 and following the provisions of IPSAS since 2012. While there were no material deficiencies in the financial statements prepared by the Fund, the Board identified scope for improvements in the disclosures in the notes to the financial statements that would enhance the completeness and transparency of the information provided to the stakeholders. The Board observed that the information supplied to the actuary for valuation of pension benefits payable as at 31 December 2015 was inconsistent with the data provided with the financial statements.

The Fund needs to strengthen the risk management and control processes besides the investment strategy to achieve the minimum long-term required return of 3.5 per cent to achieve fully-funded status. The Fund should also take steps to improve the performance of its investments and reduce foreign currency losses. There is also scope for improvement in processing pension benefits and client services, particularly in redressing the complaints of the beneficiaries. The Fund should take proactive steps in collaboration with member organizations to expedite the receipt of the documents required for calculating and awarding pension benefits. There is also a need to streamline the procedures for obtaining the certificate of entitlement and the reconciliation of contributions received from member organizations.

## **Key findings**

### *Actuarial valuation*

Article 12 of the Regulations of the Fund provides that the Pension Board shall have an actuarial valuation made of the Fund at least once every three years. On the basis of the examination of the actuarial valuation, the Board found anomalies in the data supplied to actuaries for making calculations. The number of participants indicated in the financial statements for 2015 was 126,892, whereas in the actuaries' report the number cited was 114,375. The number of benefits disbursed to the retired participants by the Fund was 71,474 in the financial statements for 2015, whereas the corresponding figure in the actuaries' report was 75,299. Therefore, the Board opined that the valuation done by the actuary was based on inconsistent data and was not reliable. On this being pointed out, the Fund decided not to use the actuarial valuation for disclosure in the notes to the financial statements and instead roll forward the previous actuarial valuation as at 31 December 2013 to 31 December 2016.

## **Investment Management Division**

### *Risk management*

In April 2017, the Fund subclassified the risk budget for fixed income at the currency and duration levels. However, for the equities, the risk budget has been allocated only on the basis of equity portfolio by region, and no suballocation between countries or currencies has been made. The Board also observed that no risk budget has been prepared for real assets, alternative investments and cash and cash equivalents.

### *Foreign currency losses*

The Fund has been experiencing foreign currency losses since 2013, which has resulted in a total foreign currency loss of \$4.68 billion. The foreign currency losses are in all asset classes during 2016. The Board in its previous audits had raised concern over the foreign currency losses and had recommended employing suitable procedures and tools to mitigate them. The Fund informed the Board that procurement of an expert is under way to conduct a formal currency study, which would include a review of foreign currency exposure and related tools.

### *Business continuity and disaster recovery planning*

The disaster recovery protocols were enabled in the Investment Management Division only for services related to portfolio management, trade execution, financial analytical systems, accounting, trade matching and settlement, and risk and compliance. The protocol for services related to information technology/operations was not enabled.

The Investment Management Division has not carried out a business impact analysis study. Furthermore, the business continuity and disaster recovery plan does not define the recovery time objectives for all critical applications.

## **Benefits payment management**

### *Implementation of the Integrated Pension Administration System*

The Board observed various issues in the implementation of the Integrated Pension Administration System, as indicated below:

- (a) Manual interventions are required at many steps in the processing of a case;
- (b) The input controls are not enforced;

- (c) Limited utility of the employer self-service and the member self-service modules;
- (d) Incomplete migration of the data to the Integrated Pension Administration System;
- (e) Lack of inbuilt management information system reports.

*Time taken to process the benefits in the Integrated Pension Administration System*

In 2016, the Fund processed 27 per cent of cases within the benchmark of 15 business days.

*Client grievance redressal system*

In the absence of a documented client grievance redressal mechanism, there is no guidance on segregation, prioritization or the timeline for the disposal of queries. There is no centralized system to register the queries by giving each one a unique serially controlled tracking number. It is therefore not possible to monitor the action taken and the resolution of the issue raised in the query. There is no reporting system in place with respect to monitoring the status of queries.

**Main recommendations**

The Board recommends that the United Nations Joint Staff Pension Fund:

- (a) **Strengthen its internal control procedure to ensure the accuracy of data before sending them for the actuarial valuation and carry out a fresh actuarial valuation as at 31 December 2017;**
- (b) **Prepare a detailed risk budget for all categories of the assets;**
- (c) **Expedite the currency study so as to further strengthen foreign currency management and control and reduce risks by employing suitable strategies;**
- (d) **Update the business continuity and disaster recovery plan in the Investment Management Division by including all the critical applications, determine recovery time objectives for all critical applications and carry out a business impact analysis study in view of the criticality of its operations;**
- (e) **(i) Explore the possibility of further automating various steps in benefits processing; (ii) build input controls to ensure standardized information in the Integrated Pension Administration System; (iii) enhance the functionalities of the member self-service and employer self-service modules; and (iv) resolve data issues resulting from the migration to the Integrated Pension Administration System;**
- (f) **Prescribe a time frame for processing each type of entitlement or benefit;**
- (g) **Document a client grievance redressal mechanism and include procedures for indexing, segregating, prioritizing and monitoring the queries.**

*Implementation of outstanding recommendations*

The Board followed up on the 26 outstanding recommendations up to the year ended 31 December 2015 and noted that 5 (19 per cent) had been fully implemented and 21 (81 per cent) were under implementation.

**Key facts**

<b>23</b>	Number of member organizations
<b>128,262</b>	Participants in the Fund (2015: 126,892 participants)
<b>74,778</b>	Benefits paid in 2016 (2015: 71,474)
<b>\$54.73 billion</b>	Total assets (2015: \$52.45 billion)
<b>\$237.64 million</b>	Total liabilities (2015: \$320.21 million) <sup>a</sup>
<b>\$54.49 billion</b>	Net assets available for benefits (2015: \$52.13 billion)
<b>\$2.67 billion</b>	Investment income (2015: investment loss of \$458.26 million)
<b>3.1 per cent</b>	Inflation-adjusted real return for 2016 (2015: (-) 1.7 per cent)

<sup>a</sup> The financial statements for 2015 have been restated.

## A. Mandate, scope and methodology

1. The United Nations Joint Staff Pension Fund was established in 1949 by the General Assembly to provide retirement, death, disability and related benefits for the staff of the United Nations and other organizations admitted to the membership of the Fund. It is administered by the United Nations Joint Staff Pension Board and currently has 23 participating organizations, including the United Nations. The Fund is a multiple employer, defined benefit plan.

2. The Board of Auditors (the Board) has audited the financial statements of the United Nations Joint Staff Pension Fund (the Fund) and has reviewed its operations for the year ended 31 December 2016 in accordance with General Assembly resolutions 74 (I) of 1946 and 680 (VII) of 1952. The audit was conducted in conformity with article VII of the Financial Regulations and Rules of the United Nations and the International Standards on Auditing. Those standards require that the Board comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the financial statements are free from material misstatement.

3. The audit was conducted primarily to enable the Board to form an opinion as to whether the financial statements presented fairly the financial position of the United Nations Joint Staff Pension Fund as at 31 December 2016 and its financial performance for the year then ended, in accordance with IPSAS and IAS 26. This included an assessment as to whether the expenses recorded in the financial statements had been incurred for the purposes approved by the governing bodies and whether income and expenses had been properly classified and recorded. The audit included a general review of financial systems and internal controls and a test examination of the accounting records and other supporting evidence to the extent that the Board considered necessary to form an opinion on the financial statements.

4. In addition to the audit of the accounts and financial transactions, the Board reviewed the operations of the Fund under financial regulation 7.5 of the Financial Regulations and Rules of the United Nations. This allows the Board to make observations with respect to compliance on the financial procedures, the accounting system, internal financial controls and, in general, the administration and management of the Fund operations.

5. The present report covers matters that, in the opinion of the Board, should be brought to the attention of the General Assembly. The Board's observations and

conclusions were discussed with management, whose views have been appropriately reflected in the report.

**B. Findings and recommendations**

**1. Follow-up to previous recommendations**

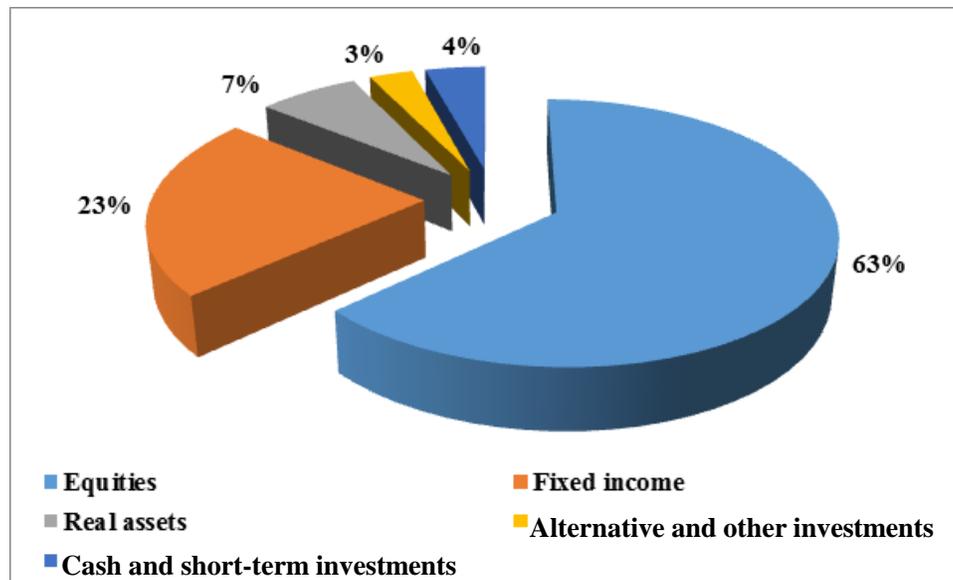
6. The Board followed up on the 26 outstanding recommendations up to the year ended 31 December 2015 and noted that only 5 (19 per cent; in 2015: 25 per cent) had been fully implemented and 21 (81 per cent; in 2015: 58 per cent) were under implementation. The details are provided in the annex.

7. There are important recommendations related to investment management and pension processing that are under implementation. The Board views the slow progress in the implementation of recommendations as an area of concern. The Fund noted the Board’s concern for the slow progress on the implementation of recommendations. It stated that outstanding recommendations relate to issues that require major structural changes and the participation of external organizations, which are not under the control of the Fund.

**2. Financial overview**

8. As at 31 December 2016, the total assets of the Fund amounted to \$54.73 billion (2015: \$52.45 billion) and the total liabilities amounted to \$237.64 million (2015: \$320.21 million), making net assets available for benefits of \$54.49 billion (2015: \$52.13 billion). This represented an increase of \$2.36 billion compared with a decrease of \$753.46 million in 2015. The fair value of the total investment by the Fund was \$54.51 billion, comprising \$34.46 billion equities, \$12.31 billion fixed income, \$3.8 billion real assets, \$1.66 billion alternative and other investments and \$2.29 billion cash and short-term investments. The percentage share of each component in the total investment is shown in figure II.I below.

Figure II.I  
**Percentage share of components in the total investment in the year 2016**

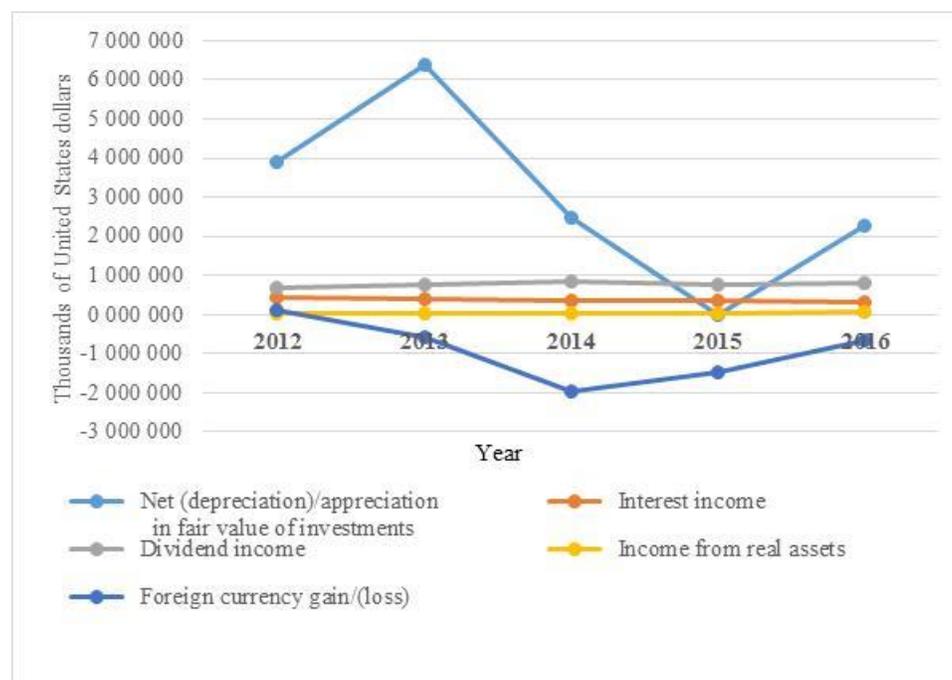


Source: Financial overview.

9. The total income,<sup>3</sup> including contributions to the Fund, in 2016 was \$4.94 billion (2015: \$1.81 billion), comprising investment income of \$2.67 billion (2015: loss of \$458.26 million), contributions of \$2.27 billion (2015: \$2.26 billion) and other income of \$3.37 million (2015: \$8.53 million). Expenses (comprising benefits payments, administrative expenses and other expenses) amounted to \$2.59 billion (2015: \$2.56 billion).

10. In the year 2016, the fair value of the investments appreciated by \$2.26 billion (depreciation in 2015: \$18.13 million) and there was a foreign currency loss of \$679.88 million (2015: \$1.49 billion). The different components of investment income are shown in figure II.II below.

Figure II.II  
Components of investment income, 2012-2016



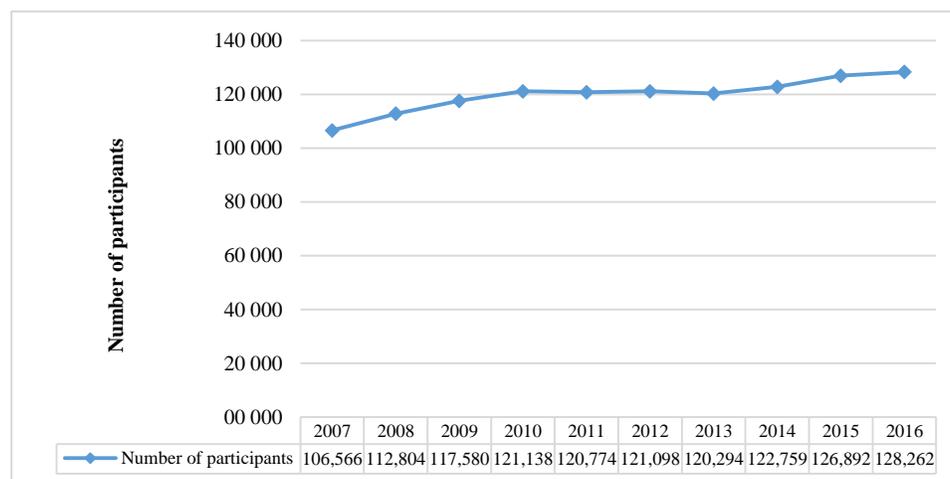
Source: United Nations Joint Staff Pension Fund financial statements.

11. The Fund return (nominal) for the year 2016 was at 5.19 per cent versus 6.90 per cent for the policy benchmark. The inflation-adjusted real return was 3.1 per cent against the required 3.5 per cent set as a long-term investment goal.

12. As at 31 December 2016, the Fund had 128,262 participants compared with 126,892 participants in 2015, an increase of about 1.08 per cent. The number of periodic benefits as at 31 December 2016 was 74,788 compared with 71,474 in 2015, an increase of 4.64 per cent. The number of participants over the past 10 years is shown in figure II.III below.

<sup>3</sup> Includes net appreciation in the fair value of investments.

Figure II.III  
Number of participants, 2007-2016



Source: United Nations Joint Staff Pension Fund financial statements and annual report.

### 3. Financial statements

#### *Actuarial valuation*

13. Article 12 of the Regulations of the Fund provides that the Pension Board shall have an actuarial valuation made by the Fund at least once every three years. It also provides that the actuarial report shall state the assumptions on which calculations are based, describe the methods of valuation used and state the results. Currently, the Fund is carrying out an actuarial valuation every two years; the most recent such valuation was done as at 31 December 2015. It was extrapolated to reflect the position as at 31 December 2016.

14. The assumptions were recommended by the Committee of Actuaries and adopted by the Pension Board at its sixty-second session, held in July 2015. On the basis of these assumptions, changes required to be made on the basis of realities on the ground (an increase in the normal retirement age and an increase in eligibility for early retirement) and the employee data provided by the Fund, the actuary makes the calculations.

15. In its previous report (A/71/5/Add.16, chaps. I-II), the Board stated that the Fund had presented the 2015 financial statements on the basis of the actuarial report for 2013, which was the most recent report available at the time of preparation of the 2015 financial statements. The Board observed that the Fund should have normally obtained the actuarial report in time to be incorporated into the 2015 financial statements. The Board had then been unable to audit the results of the actuarial evaluation of 2015 owing to its late submission.

16. The Board reviewed the actuarial valuation during its audit of the 2016 financial statements. The Board observed anomalies in the data supplied to actuaries for making calculations. The number of participants shown in the financial statements for 2015 was 126,892, while in the actuarial report it was 114,375. The number of benefits of retired participants was 71,474 in the financial statements for 2015, while the corresponding figure in the actuarial report was 75,299.

17. The Fund accepted the Board's observations and decided to roll forward the previous actuarial valuation, made on the basis of the census data as at 31 December 2013, to the year ended 31 December 2016. The Fund contended that it would provide a better estimate of the actuarial present value of the promised retirement benefit. The

Board noted that 2016 would be the fourth year in which the actuarial valuation with data from 2013 was used.

18. The Board noted that the Fund needs to strengthen the internal control procedure and to ensure that accurate data are supplied to the actuary. The Board also observed that the actuarial present value of accumulated retirement plan benefits with pension adjustment, based on the census data as at 31 December 2013 rolled forward to 31 December 2016, was \$53.72 billion instead of \$51.63 billion as calculated by the actuary with inconsistent data. This has resulted in an increase in the valuation of the pension obligations by \$2.1 billion.

**19. The Board recommends that the Fund strengthen its internal control procedure to ensure the accuracy of data before sending them for the actuarial valuation and carry out a fresh actuarial valuation as at 31 December 2017.**

20. The Fund accepted the recommendation.

#### *Benefits payable*

21. Pursuant to paragraph 22 (c) of IPSAS 19: Provisions, contingent liabilities and contingent assets, a provision should be recognized in the financial statement when a reliable estimate can be made of the amount of the obligation. The Fund pays different benefits to its participants in accordance with its Regulations. The Fund made provision for benefits payable in the financial statements for the participants who are eligible for entitlements during the year but could not receive them in the same financial year.

22. The Board noticed that the Fund had made provision for benefits payable amounting to \$79.76 million for cases pertaining to 2016 and earlier periods but finalized during 2016. However, the Fund had excluded benefits payable of \$10.57 million for which the calculation had already been made but that were not ready for release or awaiting audit by the Fund.

23. The Fund accepted the audit contention and carried out the necessary rectification in its financial statements.

#### *Prior period expenses*

24. The Fund recorded benefits payments amounting to \$136.8 million pertaining to the cases processed in 2015 as an expense in 2016, which is not correct.

25. The Fund accepted the audit contention and made the correction in the financial statements.

#### *Withholding tax receivables*

26. The Fund is exempt from direct taxes on investment income from member countries, in accordance with Article 105 of the Charter of the United Nations and article II, section 7 (a), of the Convention on the Privileges and Immunities of the United Nations. The Fund invests in different kinds of securities in different countries. While receiving the dividend or interest from such investment, some of the countries withhold tax on such interest or dividend. The withholding taxes are divided into two categories: (a) direct tax withholdings; and (b) other tax withholdings, such as for transactions in depositary receipts, security transaction tax and stamp duty. The direct tax withholding is accounted as receivable every year. The other tax withholding, such as security transaction tax, stamp duty and tax related to depositary receipts is treated as expenses in the current year itself.

27. The Fund files tax returns in those countries to recover such receivables and a full or certain portion of the tax deducted is recovered every year. The remaining portion yet to be recovered is shown as withholding tax receivable. Total withheld tax accounted by the Fund until 31 December 2016 was \$20.735 million, against which a provision for non-receivable tax was made for an amount of \$10.234 million. In this connection, the Board carried out an analysis of the accounting of the withholding tax for the six-year period from 2011 to 2016 and observed that the Fund had not uniformly followed the accounting policy to account and provide for the withholding tax receivable from each country. For example, in the case of tax receivables from a country, provision for non-receivable tax was made for the full amount during the years 2011, 2012 and 2016, whereas during the years 2013 to 2015 no provision was made even though the receivables had aged more than two years. Similarly, in the case of another country where the withholding tax falls into category (b) and thus should be expensed, the Fund shows part of the tax as recoverable, on the advice of its consultant.

28. The Fund replied that it analyses each case from the point of tax recoverability, and the policy should not be construed as inconsistent accounting.

29. The Board noted that the accounting policy followed by the Fund for withholding tax was not fully disclosed in the notes to the financial statements. Furthermore, the Board noted that there was no consistency in the country-specific accounting of the tax withholding.

**30. The Board recommends that the Fund make an appropriate disclosure of the accounting treatment of the tax withholding in the notes to the financial statements.**

31. The Fund accepted the recommendation and agreed to review its policy and the disclosure of the accounting treatment of the tax withholding in the notes to the financial statements.

**32. The Board also recommends that the Fund prepare and follow a consistent accounting policy for creating provisions for the receivables for the tax withholdings.**

33. The Fund accepted the recommendation.

#### **4. Investment management**

34. The Investment Management Division is headed by the Representative of the Secretary-General for the investment of the assets of the Fund. The Board reviewed the mechanism in place for the formulation and implementation of the investment strategy, policies and decision-making processes being followed by the Fund in order to assess whether the Fund had appropriately addressed the associated risks, its performance against established benchmarks and the target rates of return required to meet expected pension obligations. The Board's findings on the functioning of the Investment Management Division are discussed in the paragraphs below.

##### *Risk management in the Investment Management Division*

35. The risk management manual sets forth the investment policy risk controls for the risk management programme. The risk management group is responsible for advising investment staff on risk management efforts and for selecting, maintaining and enhancing the risk management tools; reporting on investment risks and associated returns to the investment staff and the Investments Committee; and monitoring compliance with the policy, among other things.

36. In accordance with paragraph 58 of its investment policy statement for 2016, the Investment Management Division will determine and monitor risk budgets, the objective of which is to allocate risk among asset classes and portfolios, and conduct risk monitoring. The risk budget needs to be further broken down to sublevels of each asset class so as to ensure effective risk monitoring. The Board observed that in April 2017, the Fund subclassified the risk budget for fixed income at the currency and duration levels. However, for the equities, the risk budget has been allocated only on the basis of the equity portfolio by region, and no suballocation between countries or currencies has been made. The Board also observed that no risk budget has been prepared for real assets, alternative investments and cash and cash equivalents.

37. The Fund replied that at the total Fund level, tracking risk calculation includes the returns of all asset classes and the policy benchmark. However, the risk group is currently working towards deriving a risk budget at the individual asset class level for the real assets and alternative investments.

38. The Risk and Compliance Section is headed by the Deputy Director (Risk and Compliance) and is supported by two Risk Officers and two Compliance Officers. The Board observed that the post of Deputy Director had been vacant since October 2015. Additionally, both posts of Compliance Officer were vacant as at April 2017. The Fund informed the Board that the Director of the Investment Management Division is assuming the responsibility of the Deputy Director (Risk and Compliance) until the vacancy is filled. The Board noted that officiating a post such as Deputy Director (Risk and Compliance) for a long duration would affect the monitoring responsibility of the Director of the Investment Management Division. The vacancies for the post of Deputy Director (Risk and Compliance) and both posts of Compliance Officer would limit risk monitoring and active risk management.

39. In its previous report, the Board recommended that the Fund, while filling the vacancies at the senior levels at the earliest opportunity, draw up a succession plan that foresees and addresses the changes that will occur when senior positions become vacant. The Fund informed the Board that the Investment Management Division had developed and implemented a succession plan in December 2016.

40. The Board reviewed the succession plan and found it to be lacking in important details, such as identification of the critical posts, definite timelines for filling the vacancies and steps to be taken in case vacancies arise suddenly. The Board noted that since the Fund was taking an inordinate amount of time to fill the vacancies, it should analyse the reasons for the bottlenecks and address them promptly. Long-pending vacancies at the senior level have an adverse impact on the Fund's performance and its investment strategy, leading to the centralization of responsibility, overburdening existing Professional staff and compromising the segregation of duties, leading to inefficiencies.

**41. The Board recommends that the Fund prepare a detailed risk budget for all categories of the assets.**

42. The Fund partially accepted the recommendation to establish a detailed risk budget for selected assets. It stated that the risk budgets might be established for public asset classes, such as equities and fixed income, but this might not be feasible for other categories of assets owing to the nature of the assets. The Fund will establish detailed risk budgets for public asset classes. More detailed risk limits were adopted early in 2017 for the internally managed fixed income portfolio, and active limits for the global equity portfolio are being developed. The Investment Management Division will review and consider the recommendation as it relates to other asset classes, pending the outcome of further research and analysis.

43. **The Board reiterates its earlier recommendation that the Fund fill the vacancies at the Professional and decision-making levels and prepare a comprehensive succession plan to effectively deal with the changes that will occur when senior positions become vacant.**

44. The Fund accepted the recommendation.

#### *Return on investment*

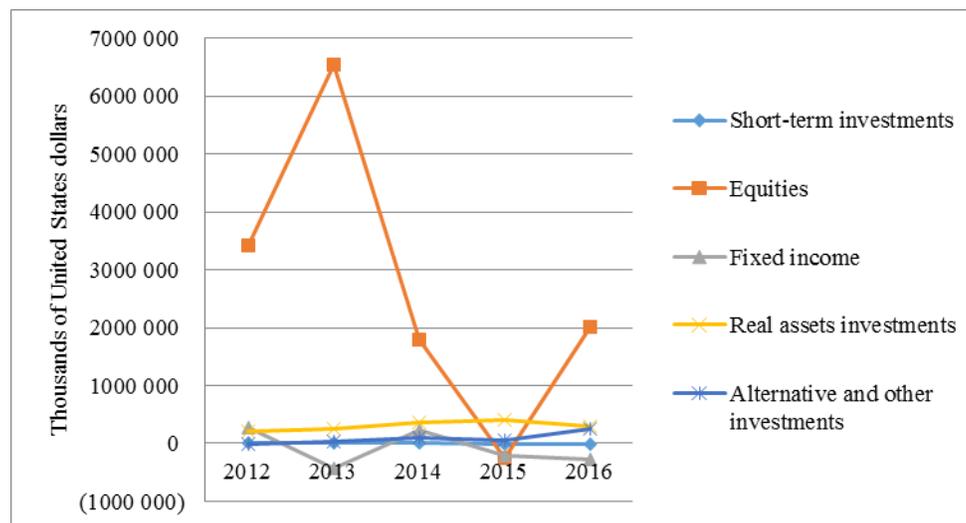
45. In accordance with paragraph 10 of the investment policy statement for 2016, the “Fund’s Investment Goal” is to earn the highest possible investment return consistent with the Fund’s risk appetite so as to deliver an investment return that at least meets over the long-term the Fund’s assumed real rate of return objective. As indicated in the policy statement, the assumed real rate of return for the Fund is currently 3.5 per cent. The aim of an active investment manager is to exceed the policy benchmarks through active portfolio management using tactical allocation and stock and instrument selection.

46. As at 31 December 2016, the Fund had a total investment income of \$2.67 billion (2015: investment loss of \$458.26 million) and total assets under investment of \$54.51 billion (2015: \$52.19 billion). The reported nominal return on investments for 2016 was 5.19 per cent (2015: (-) 1.0 per cent) and the adjusted/real rate of return was 3.1 per cent (2015: (-) 1.7 per cent). The Board noted that the Fund had improved its performance in 2016 compared with 2015, although the nominal return was still less than the policy benchmark of 6.9 per cent by 1.71 per cent; the real rate of return was also below the expected long-term real rate of return of 3.5 per cent by 0.4 per cent.

47. Although the total fair value of financial assets has appreciated by \$2.26 billion, the fair value of fixed income has depreciated by \$284.68 million (2015: depreciation of \$205.02 million) and the fair value of short-term investments has depreciated by \$4.01 million (2015: depreciation of \$7.18 million). In addition, the Fund has suffered foreign currency losses of \$679.88 million (2015: loss of \$1,487.4 million). The change in the fair value of assets (designated at fair value) is depicted in figure II.IV below.

Figure II.IV

#### **Change in fair value of assets (designated at fair value) from 2012 to 2016**



Source: United Nations Joint Staff Pension Fund financial statements.

48. The Board observed that the performance of the Fund over periods of one, three and seven years was lower than the benchmark. The Fund replied that the underperformance of the Fund for calendar year 2016 had an impact on the long-term performance numbers. It further stated that it had outperformed the policy benchmark in 12 of the past 22 years. It had also outperformed its 3.5 per cent long-term real rate of return objective in 16 of the past 22 years. The Board noted that the Fund has not been able to achieve the 3.5 per cent long-term real rate of return in the three years since 2014.

49. The Board observed that the Fund needs to review its internal investment and risk processes and procedures so as to outperform the benchmarks for each asset class and achieve a real rate of return that is at least the targeted long-term real rate of return of 3.5 per cent. This would ensure that the Fund would be in a position to meet its long-term liability of payment of the retirement benefit to its participants.

**50. The Board recommends that the Fund review its internal investment and risk processes and procedures so as to outperform the benchmarks and achieve at least the targeted long-term real rate of return of 3.5 per cent.**

51. The Fund accepted the recommendation and stated that the Investment Management Division is in the process of reviewing its internal investment and risk processes and procedures so as to meet or exceed the benchmarks and the targeted long-term real rate of return of 3.5 per cent.

#### *Fixed income performance*

52. As at 31 December 2016, fixed income comprised 22.88 per cent (\$12.31 billion) of the total asset allocation. Fixed income had a negative return of 1.36 per cent during 2016, which is 3.45 per cent below the benchmark of 2.09 per cent. Furthermore, fixed income has contributed the maximum ((-) 0.80 per cent) to the below-benchmark performance of the Fund. The foreign currency loss on fixed income during 2016 was \$210.52 million.

53. The Board observed that 48.44 per cent of the fixed income investment has been in currencies other than United States dollars. Although strategic asset allocation provides for allocation in fixed income as an asset class, further suballocation between regions, countries and currencies was the decision of the Investment Management Division management. The Board also observed that since fixed income has returned 3.45 per cent less than the benchmark, the investment strategy pursued during 2016 has not produced the desired results.

54. The Board further observed that the fair value of the fixed income instruments has depreciated by \$284.68 million (2015: depreciation of \$205.02 million). The Fund informed the Board that the change in market value of the fixed income portfolio was due to an unrealized loss of \$343.81 million and a realized gain of \$59.13 million.

**55. The Board recommends that the Fund continuously monitor and review its fixed income strategy so as to ensure that it will meet and perform better than the benchmark.**

56. The Fund accepted the recommendation.

#### *Foreign currency losses*

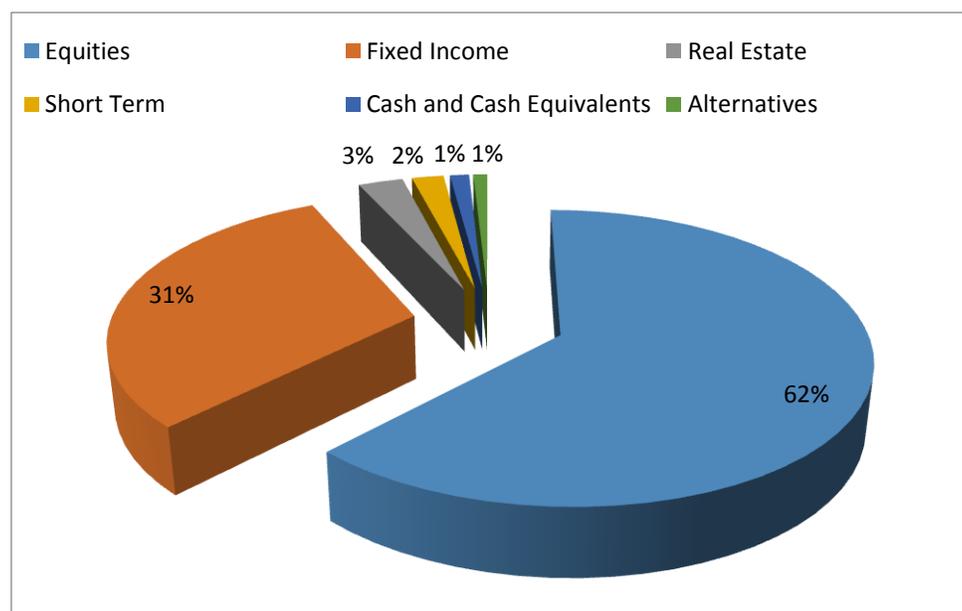
57. Open exposure to foreign exchange volatility brings with it the risk of reduced returns or even capital erosion. This is evident from the investment returns for 2015 and 2016.

58. The Fund suffered foreign currency losses of \$679.9 million in 2016 (2015: \$1,487.4 million). Out of the foreign currency losses of \$679.9 million, the Investment Management Division has suffered a loss of \$683.35 million (2015: \$1,489.15 million), comprising a realized loss of \$783.97 million and an unrealized gain of \$100.62 million. The Fund secretariat experienced a foreign currency gain of \$3.47 million, comprising a realized gain of \$7.55 million and an unrealized loss of \$4.08 million. Although the total foreign currency losses have reduced in 2016 compared with 2015, the realized foreign currency losses have increased, from \$751.4 million in 2015 to \$776.4 million in 2016.

59. The Board observed that the Fund has been experiencing foreign currency losses since 2013. Since 2013, the Fund has suffered a total foreign currency loss of \$4.68 billion.<sup>4</sup> The Board also noted that the foreign currency losses were in all asset classes during 2016. Equity, which comprises 63.20 per cent of the total portfolio, contributed \$425.87 million (62.32 per cent); fixed income, which comprises 22.88 per cent, contributed \$210.52 million (30.81 per cent); real assets, which comprise 7.11 per cent, contributed \$19.21 million (2.81 per cent); alternative investments, which comprise 2.94 per cent, contributed \$5.96 million (0.87 per cent); and cash and short-term, which comprise 3.87 per cent, contributed \$21.84 million (3.19 per cent) to the foreign currency losses. Figure II.V represents the share of each investment class in the foreign currency losses for the year 2016.

Figure II.V

**Share of each investment class in the foreign currency losses for the year 2016**



Source: Information from the United Nations Joint Staff Pension Fund.

60. In its previous audits, the Board raised concern over the foreign currency losses affecting Fund's performance. In the annex, the Fund intimated that procurement was under way to hire an expert to conduct a formal currency study, which would include a review of foreign currency exposure and related tools. The Fund started the process of procurement in May 2017.

<sup>4</sup> 2013: \$558.92 million; 2014: \$1,955.14 million; 2015: -\$1,487.4 million; 2016: \$679.9 million.

61. **The Board recommends that the Fund expedite the currency study so as to further strengthen foreign currency management and control and reduce risks by employing suitable strategies.**

62. The Fund accepted the recommendation.

*Management of external fund managers*

63. The Fund has contracted the services of four external fund managers for investing in small cap equity of \$2.55 billion in different geographical regions, that is, North America, Europe and Asia. The Fund has paid \$10.1 million as a management fee to the external fund managers.

64. The United Nations entered into agreements on behalf of the Fund with external fund managers for managing the small cap investment from 2008 to 2010. In accordance with the original terms, the contracts were valid for a period of three years from the effective date and were subject to two further extensions of one year each.

65. In 2011, the Fund decided to treat the selection of external managers as an investment decision rather than a procurement exercise. In its previous report, the Board recommended that the Fund finalize and publish its selection and evaluation criteria for external funds and discretionary investment managers. The Board noted that the Representative of the Secretary-General approved the policy for external fund managers in February 2017.

66. The Board observed that the above-mentioned policy did not prescribe any format or criteria for conducting an evaluation of the external fund managers. As a result, managers were filling in the performance evaluation report at their discretion. The Board further noted that the policy is silent on the duration of the contract, which should be an essential requirement for soliciting the bids.

67. **The Board recommends that the Fund incorporate provisions for the duration of the contract in the policy and formalize the evaluation method before awarding or renewing the contract of the fund managers.**

68. The Fund accepted the recommendation and stated that the new policy on external managers would be reviewed and updated in order to address the Board's recommendation.

*Business continuity and disaster recovery planning in the Investment Management Division*

69. Business continuity and disaster recovery planning are critical components of emergency management in an organization. A business continuity and disaster recovery plan is a documented, structured approach with instructions for responding to unplanned incidents.

70. The Board noticed that a business continuity and disaster recovery plan for the Investment Management Division was formulated in September 2011, revised in October 2014 and updated again in March 2016. The Division is currently in the process of updating the plan for 2017.

71. The Board observed that the disaster recovery protocols were enabled only for services related to portfolio management, trade execution, financial analytical systems, accounting, trade matching and settlement, and risk and compliance. The protocol for services related to information technology/operations was not enabled.

72. The Board also noticed that Investment Management Division had not carried out a business impact analysis<sup>5</sup> study. The Board further observed that the business continuity and disaster recovery plan does not define the recovery time objectives<sup>6</sup> for all critical applications. The business continuity and disaster recovery policy of the Division states that within the Division, the recovery time objectives are in the process of being defined, which will determine the disaster recovery technologies best suited to the situation. Currently, it is set on a “best efforts” basis.

73. The Board enquired whether the Investment Management Division keeps a backup of the trade and related data, since the Division is the owner of the data. The Division informed the Board that it will procure a data warehouse solution in 2018 for that purpose.

74. The Board noticed that the Investment Management Division has not entered into a service level agreement with the provider of the Asset and Investment Manager system (security trading software). In its previous report, the Board recommended that the Fund enter into a service level agreement defining the respective roles and responsibilities and service level benchmarks and that it develop a mechanism to secure compliance with the agreement. The Division replied that it plans to have a service level agreement by the third quarter of 2017.

**75. The Board recommends that the Fund update the business continuity and disaster recovery plan in the Investment Management Division by including all the critical applications, determine recovery time objectives for all critical applications and carry out a business impact analysis study in view of the criticality of its operations.**

76. The Fund accepted the recommendations.

*Information technology security and risk management in the Investment Management Division*

77. The information technology system plays a critical role in the functioning of the Investment Management Division. Hence, it is very critical for the Division to have an appropriate information technology security and risk management policy. The Board noticed that the information technology security policies in the Division are spread across various documents (information system security policies, the Division’s mobile device policy, the password policy and the vulnerability management policy). For effective control over the implementation of the policy, it is critical to have a single integrated policy for information technology security and risk management. Furthermore, the policy should clearly separate “governance” (oversight and strategic decisions relating to information security) from “management and operations” (routine decisions for daily security works).

78. The Board also noticed that the Investment Management Division does not have a policy on the following critical areas of information technology operation:

- (a) Data classification levels for confidentiality;
- (b) Email and Internet usage policy;

<sup>5</sup> Any organization needs to conduct a risk-based analysis to identify and document critical business processes and functions. The business impact analysis helps to determine and evaluate the potential effects of an interruption to critical business operations as a result of a disaster, accident or emergency.

<sup>6</sup> The recovery time objective is the maximum tolerable length of time that a computer, system, network or application can be down after a failure or disaster occurs.

(c) Social media usage policy;

(d) Risk management process (risk identification, assessment, prioritization, mitigation and control).

**79. The Board recommends that the Fund prepare a comprehensive security policy for the Investment Management Division that should be circulated widely among the management and the staff, and establish a mechanism to ensure compliance.**

80. The Fund accepted the recommendation.

## **5. Benefits payment management**

### *Benefits processing*

81. The Fund provides retirement, death, disability and related benefits to the participating staff members of the United Nations and the other member organizations.

82. United Nations system organizations are required to send two mandatory documents, the separation personnel action and the separation notification, to the Fund to process the entitlement claims in case of separation or death in service of the participants. Other specialized agencies are required to send only one separation document to the Fund, the separation notification. The payment instructions are submitted by the participants. The Fund informed the Board that for United Nations system organizations, it retrieves the separation personnel action from the human resources interface, so it only requires the submission of the original separation notification from the member organization.

### *Implementation of the Integrated Pension Administration System*

83. The Integrated Pension Administration System was developed and implemented in 2015 as an integrated enterprise pension administration system to process various categories of benefits due to the participants separating from service and their dependants. It was to function as a single unified system to replace all the legacy systems deployed by the Fund. The Board examined the functioning of the System. Issues noted during the examination are discussed in the paragraphs below.

84. *Automation of processing of the benefits.* As reported in the high-level business case for the Integrated Pension Administration System, the objective of developing a new target operating model was to re-engineer the existing day-to-day processes so that they are more consistent and standardized wherever possible, are better supported by technology and increase the ability of work to pass through the operation with little, if any, manual intervention.

85. The Fund demonstrated the processing of a case through the Integrated Pension Administration System. During the process, the Board found that the System requires human intervention at every stage, starting with the Records Management and Distribution Unit, which scans the documents received from the participants and/or member organizations and opens the workflow in the system. All the workflows are queued with the supervisors of the Pension Entitlements Section, who have to allocate them to the calculators. The workflow is then queued with the assigned calculator. Before this stage, the category of the case is not reflected in the workflow. The calculator then starts the processing of the case by entering the details of the participant available in the separation notification received from the employing organization and from the payment instructions received from the separating participant. Once the calculator has completed the calculation part, the workflow is assigned to the auditor, who checks the data entered or updated by the calculator.

From the auditor, the workflow moves to the releaser, to the approver and to the cashier unit in sequential order. All of these steps require regular human intervention. Regular manual interventions make the exercise time consuming, error-prone and slow.

86. *Input controls.* As informed by the Fund, the system has a mechanism to categorize different types of benefits. The category in which a case falls, that is, a death or disability case, an early retirement case or a deferred benefit case is entered in the system at the stage of calculation. In addition, there is a “comments” field to record the reason for delay in the processing of a case. However, this input field is not standardized, which makes it difficult to ascertain the reasons for pending cases.

87. *Employer self-service.* In the high-level business case, it was stated that the Integrated Pension Administration project presented an excellent fit with the Fund’s strategies, since the project entailed a systematic optimization of the existing processes; an easy and efficient online connection to member organizations’ information systems; a more open pension information system operating as a fully integrated component of a vast global web-based network; and a more modern information technology platform.

88. The Board observed that the human resources and financial interfaces existing before Integrated Pension Administration System have only been reconfigured to connect member organizations with the System. Three member organizations<sup>7</sup> have yet to be migrated to the common human resources interface. At the time of audit, the member organizations can upload the after-service health insurance<sup>8</sup> data files to the employer self-service module for submission to the Fund and view the information regarding employees. However, for any change or amendment to the information posted in the employer self-service module, the organization has to write to the Fund separately. Moreover, the separation notification, which is a crucial document for benefits processing, cannot be submitted through the employer self-service module. The Fund awaits the hard copies of the separation notification from the member organization on the separation of the participants. Only after the receipt of the hard copy of the separation notification does the calculator manually update the demographic details and other information pertaining to the participants. This process, apart from being time-consuming, is prone to data entry errors. The Fund stated that it currently operates under the existing rules, requiring a signed hard-copy “separation notification” document. Under normal circumstances, most of the data included on the separation notification have already been captured electronically through the human resources interface and contributions interface, leaving the very latest to be entered manually. The Fund would explore the possibility of receiving all of the separation data electronically.

89. *Member self-service.* The high-level business case for the Integrated Pension Administration System envisaged an enhanced experience to participants, retirees and beneficiaries through improved service standards. The system was to be accessed by the participants, pensioners and beneficiaries to check their account with the Fund and perform more processes themselves. However, at present, the member self-service functionality allows pensioners, participants and beneficiaries to only view and print certain documents and forms. The forms cannot be submitted through

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<sup>7</sup> The United Nations Development Programme, the Office of the United Nations High Commissioner for Refugees and the World Intellectual Property Organization.

<sup>8</sup> The member organizations are required to send after-service health insurance data to the Fund in respect of retirees so that the Fund can deduct the amount due from pensioners from their pension and remit that amount to the member organization.

the member self-service module, which therefore limits its utility to the beneficiaries. The Fund stated that additional functionalities are expected to be implemented in the near future.

90. *Migration of legacy data.* In its previous report, the Board reported that the Fund could not achieve the complete migration of data from the legacy system to the Integrated Pension Administration System. In response to a query by the Board on having a policy of archiving data in the System, the Fund informed the Board that it retains records for the complete employment history of its participants and beneficiaries because historical data is often required for processing benefits. In the light of these operational needs and the long-term horizon of pension benefits, the Fund's policy is to keep all records available. Thus, the importance of legacy data is clearly established. The Board therefore views the migration of complete data to the Integrated Pension Administration System as critical.

91. *Management information system reports.* As indicated in the target operating model presented in the high-level business case, the Integrated Pension Administration System was expected to enhance the availability and completeness of the existing management information to facilitate better decision-making and strategic planning. It was noticed that although the System has different views that can be explored and printed to track the status of open workflows, it does not have the facility of generating any management information system report containing the status of different categories of cases at a glance for being monitored or tracked by senior management. The Board noted that the Fund has developed a business intelligence module, which was officially deployed on 12 June 2017.

**92. The Board recommends that the Fund: (a) explore the possibility of further automating various steps in benefits processing; (b) build input controls to ensure standardized information in the Integrated Pension Administration System; (c) enhance the functionalities of the member self-service and employer self-service modules; and (d) resolve data issues resulting from the migration to the Integrated Pension Administration System.**

93. The Fund accepted the recommendation.

*Time taken to process the benefits in the Integrated Pension Administration System*

94. The Board analysed the data on benefits processing provided by the Fund secretariat. It was found that during 2016, 10,291 cases were processed for benefits payment. Table II.1 shows the time taken to process the cases after the receipt of documents. In accordance with the United Nations Joint Staff Pension Fund strategic framework for the period 2016-2017, the benchmark<sup>9</sup> set by the Fund for the processing of benefits is 15 business days.

Table II.1  
**Time taken for the processing of benefits**

<i>Time taken for processing benefits</i>	<i>Number of cases processed</i>	<i>Percentage of total cases processed</i>
Less than 15 business days	2 780	27.01
15 business days-1 month	614	5.96
1-2 months	2 121	20.61

<sup>9</sup> See United Nations Joint Staff Pension Fund strategic framework for the period 2016-2017, sect. IV.A, component 2, indicator of achievement 1.1: "Increased percentage of withdrawal settlements, retirement benefits and other benefits processed within 15 business days".

<i>Time taken for processing benefits</i>	<i>Number of cases processed</i>	<i>Percentage of total cases processed</i>
2-3 months	1 670	16.23
3-6 months	2 160	20.99
6 months-1 year	613	5.96
More than 1 year	333	3.24
<b>Total</b>	<b>10 291</b>	<b>100</b>

Source: Data furnished by the Fund.

95. However, as seen from the information available on the Fund's business intelligence dashboard, the median time for processing an initial separation during 2016 was 37.8 days against a benchmark of 15 days set by the Fund secretariat. Furthermore, the Fund informed the Board that in 2016, the median time to process a benefit was reduced from 56 days in January 2016 to 15 days in December 2016. The Board found that the methodology adopted by the Fund for the calculation of the median time covered only initial separation cases and excluded cases with extreme delays, child benefits, death after service, recalculation and cases with issues. Thus, the processing time depicted by the Fund is not completely representative of the actual time taken by the Fund in processing all types of cases.

96. The Fund stated that over the past year, it had achieved significant progress in the processing of benefit entitlements, both in terms of monthly processing levels and timeliness. In 2016, the number of benefits processed increased by 53.32 per cent, from 8,037 benefits awarded in 2015 to 12,322 benefits awarded in 2016. The Fund attributed the delay in processing 333 cases that took more than one year to process to the data issues during system migration and not to delays in benefits processing.

97. The Board's calculation of time taken for benefits processing was based on all cases processed in 2016, without any exclusion. It is evident from table II.1 that 27 per cent of cases could be processed within the benchmark of 15 business days.

#### *Cases outstanding for processing*

98. The Board noted that the number of cases outstanding for processing as at 13 April 2017 stood at 5,383, of which 3,148 cases were outstanding as at 31 December 2016. Furthermore, of the 3,148 outstanding cases, all of the documents were received in 1,819 cases as at 31 December 2016. The ageing analysis of the cases outstanding as at 31 December 2016 with respect to the date of separation and to the date of receipt of all documents is shown in table II.2.

Table II.2

#### **Ageing analysis of outstanding cases with respect to the date of separation and date of receipt of all documents**

<i>Period outstanding</i>	<i>Total outstanding separations from date of separation</i>		<i>Outstanding cases from date of receipt of all separation documents</i>	
	<i>Number of cases</i>	<i>Percentage of total outstanding</i>	<i>Number of cases</i>	<i>Percentage of total outstanding</i>
Less than 1 year	1 301	41.33	1 164	63.99
1-2 years	900	28.59	534	29.36
2-3 years	417	13.24	81	4.45
3-4 years	242	7.69	33	1.81

<i>Period outstanding</i>	<i>Total outstanding separations from date of separation</i>		<i>Outstanding cases from date of receipt of all separation documents</i>	
	<i>Number of cases</i>	<i>Percentage of total outstanding</i>	<i>Number of cases</i>	<i>Percentage of total outstanding</i>
4-5 years	135	4.29	5	0.28
More than 5 years	153	4.86	2	0.11
<b>Total</b>	<b>3 148</b>	<b>100</b>	<b>1 819</b>	<b>100</b>

*Source:* Analysis of data furnished by the Fund.

99. In the above analysis, there were 153 separations outstanding for more than five years. The Fund informed the Board that most of these cases had issues and could not be processed or they were old cases with data issues. Furthermore, in respect of 655 cases in which the separation had taken place more than one year ago, the processing of the claims had not been completed despite the receipt of all of the documents.

100. The Board, however, could not capture the details about the category of cases (death, separation or deferred benefit) in table II.2 as the same information was neither available in the data provided to the Board nor was it readily available in the Integrate Pension Administration System. After a requisition by the Board of the details of categories of such cases, the Fund provided the details on 1 June 2017, the penultimate day of the field audit,<sup>10</sup> and the Fund followed it up with further information on 21 June and 7 July 2017. It was observed by the Board that in the information provided, the Fund split the cases into actionable and non-actionable in accordance with the categorization based on articles. In the category-wise information provided, the Fund reported on 7 July 2017 that the total of 1,819 outstanding cases shown in table II.2 included 1,551 non-actionable cases and 268 actionable cases for processing. Owing to the late submission of the information on categories, the Board could not verify the factual correctness of the details provided.

**101. The Board recommends that the Fund: (a) set a definite timeline to process all outstanding cases in which all documents have been received; and (b) prescribe a time frame for processing each type of entitlement or benefit.**

102. The Fund accepted the recommendation.

*Delay in the submission of separation documents by member organizations*

103. The Board noted that out of 10,291 cases processed during 2016 and 5,383 outstanding separations as at 13 April 2017, data was incomplete in 538 processed cases and 2,104 outstanding cases, respectively. Therefore, those cases were excluded from the Board's analysis. From an analysis of the remaining 13,032 cases, it was noticed that there were delays in the receipt of the separation notification from the employing organizations, which delayed the processing of benefits to the separating members. An analysis of the time taken by the employing organizations to send the required documents after separation or the death of the participants is shown in table II.3.

<sup>10</sup> The field audit was conducted from 24 April to 2 June 2017.

Table II.3  
**Time lag between date of separation and receipt of separation notification  
 in cases processed during 2016 and outstanding as at 13 April 2017**

<i>Time lag between date of separation and receipt of separation notification</i>	<i>Cases processed during 2016</i>		<i>Cases outstanding as at 13 April 2017</i>	
	<i>Number of cases</i>	<i>Percentage of total</i>	<i>Number of cases</i>	<i>Percentage of total</i>
Less than 1 month	1 731	17.75	448	13.66
1-2 months	1 626	16.67	631	19.24
2-6 months	3 664	37.57	1 249	38.09
6 months-1 year	1 733	17.77	480	14.64
1-5 years	943	9.67	420	12.81
More than 5 years	56	0.57	51	1.56
<b>Subtotal</b>	<b>9 753</b>	<b>100</b>	<b>3 279</b>	<b>100</b>
Data incomplete	538		2 104	
<b>Total</b>	<b>10 291</b>		<b>5 383</b>	

*Source:* Analysis of data furnished by the Fund.

104. From table II.3, it emerged that in 82.25 per cent of processed cases and 86.34 per cent of cases outstanding, the separation notification was received with a delay of more than one month. In more than 10 per cent of the cases processed and 14 per cent of the cases outstanding, the separation notification was received from the member organizations more than one year after the date of separation.

**105. The Board recommends that the member organizations create pension focal points to facilitate the expeditious processing of the retirement benefit cases.**

**106. The Board recommends that the member organizations identify all cases due for separation in the next six months before the date of separation, send updated demographic details to the Fund and reconcile all differences in contributions.**

#### *Client grievance redressal system*

107. Benefits processing starts after receipt of the separation notification from the employing organization and payment instructions from the participant. Since the two forms (payment instruction and separation notification) come from two different sources, a delay in the receipt of any one form would result in a delay in processing the case. Moreover, there are many cases in which the periodic benefits are suspended for non-receipt of the signed certificates of entitlement. As the clientele of the Fund includes the active participants as well as the separated staff members, their families and dependants of deceased members, the Fund receives many queries and follow-up from the participants and beneficiaries on a range of issues concerning their entitlements.

108. Given the large base of clients serviced by the Fund as well as the criticality of the role of the Fund in the livelihoods of beneficiaries, the Fund requires a well-defined and active grievance redressal mechanism. The Board noted that, in recognition of the need for active client management, the Fund had carried out the following initiatives during 2016:

- (a) A call centre began operations from October 2016;

- (b) The Fund's liaison presence in East Africa was established;
- (c) A member self-service section was provided on the website;
- (d) A new website was deployed to provide better services.

109. The Fund received a total of 115,596 queries at its New York and Geneva offices during 2016. A breakdown of those queries is given in table II.4.

Table II.4  
**Types of queries received in 2016**

<i>Mode of receipt</i>	<i>New York office</i>	<i>Geneva office</i>
Telephone call	22 479 <sup>a</sup>	14 061
Walk-in	5 097	2 498
Email	42 838	28 623
<b>Total</b>	<b>70 414</b>	<b>45 182</b>

*Source:* Data from the Fund.

<sup>a</sup> New York telephone calls include 21,300 calls received from January to October 2016 (prior to the pilot call centre) and 1,179 calls received by the pilot call centre, which began operation in November 2016.

110. After an enquiry by the Board regarding the redressal of these queries, the Fund stated that it opens a workflow in the Integrated Pension Administration System upon receipt of an actionable query. As indicated in the data provided by the Fund, during the year 2016, 18,629 workflows were opened, of which 12,944 were closed, leaving 5,685 workflows open at the end of 2016. In addition, the Fund responded to 3,487 emails received directly in the Fund inbox without opening any workflow. The Fund did not have details of all the queries it received or specific action taken on them.

111. The Board noticed that there is no centralized system to register a query by giving it a unique serially controlled tracking number. It is therefore not possible to monitor the action taken or the resolution of the issue raised in the query. Also, the stage at which the query is pending remains unclear to the client and to management at any given point in time. Furthermore, there is no system of providing periodic updates to the clients about the status of the queries raised by them. The Board also noted that in the absence of a documented client grievance redressal mechanism, there is no guidance on segregation, prioritization or a timeline for the disposal of queries. A general benchmark for processing enquiries has been fixed at 15 days. There are separate reports, but there is no centralized reporting system in place with respect to monitoring the status of queries. There is no system of obtaining the feedback from the clients who had registered their queries, which is a very basic requirement of any organization providing client service.

**112. The Board recommends that the Fund document a client grievance redressal mechanism and include procedures for indexing, segregating, prioritizing and monitoring the queries.**

**113. The Board also recommends that the Fund devise and implement a structured feedback mechanism to receive feedback from clients.**

114. The Fund accepted the recommendations.

*Certificate of entitlement*

115. A certificate of entitlement is a form used by the Fund to verify the continuing eligibility of retirees and beneficiaries for the benefits they are receiving. However, the procedure followed is cumbersome, both for the Fund and for the beneficiary, considering the fact that beneficiaries are located all around the world.

116. As a part of the annual certificate of entitlement exercise, the Fund sends a barcoded (so it could be tracked when returned) certificate of entitlement form to each beneficiary at the address available in its records. Benefits get suspended as a result of the non-receipt of an ink-signed certificate of entitlement form, which may occur owing to a change in address of the beneficiary or a failure of the postal service. Non-matching signatures can also be a reason for suspension of the benefits.

117. The Board noted that as of May 2017, a total of 2,534 benefits were suspended for non-receipt of the certificate of entitlement. Of those, 789 benefits were under suspension for a period of more than one year. The suspension of benefits may cause distress to the beneficiaries, as for most of them the benefits received may be the sole source of income. Moreover, as indicated by the Fund, more than two thirds of the benefits suspended are later reinstated, which shows that in many cases the benefits are suspended for reasons other than loss of entitlement. Therefore, the process for obtaining the certificate of entitlement needs to be reviewed.

**118. The Board recommends that the Fund review: (a) the process of obtaining the certificate of entitlement; and (b) the suspended cases that are on hold for a longer period.**

119. The Fund accepted the recommendation.

*Participant reconciliation exceptions*

120. The contributions from the participants to the Fund, along with employers' contributions are received on a monthly basis as a lump sum amount for all the participants working in a member organization. The detailed schedules containing details of the deductions made from the salary of each participant and the employer's contributions are received by the first quarter of the following year.

121. Upon receipt of the detailed schedules, the reconciliation exercise is undertaken to reconcile the differences between the estimates of the expected contributions and the contributions actually received. After reconciliation, the difference between the "estimation of expected contributions" and the "actual receipts" is recorded as receivable or payable from/to the member organization.

122. The Board observed that no participant reconciliation exception reports had been prepared for the years 2015 or 2016. The Fund informed the Board that the development of the participant reconciliation exceptions programme in the Integrated Pension Administration System has been scheduled to take place in the year 2017. The Fund is expected to provide the participant reconciliation exceptions reports to the member organizations by the end of June 2017 for the contributions reported to 2016. In the absence of any exercise of reconciliation of the exceptions during the years 2015 and 2016, it is anticipated that the number and amounts involved in the participant reconciliation exceptions for two years will get added to the earlier unreconciled figure of \$13.83 million for the year 2014. The unresolved participant reconciliation exceptions may delay the processing of the benefits for separating members.

123. The Fund stated that, in accordance with the Regulations of the Fund and the terms of reference of the staff pension committees and their secretaries, "member organizations own their payroll processes as well as the data relating to human

resources and finance”. Therefore, it is the responsibility of the member organizations to provide accurate, complete and timely reporting of the participation contributions and separation of the staff members. It is also the responsibility of member organizations to resolve the discrepancies identified in the participant reconciliation exceptions in a timely manner. Furthermore, the Fund has planned for the implementation of the monthly contributions process, gradually starting with a pilot with a smaller organization in 2017, followed by a larger one the following year.

**124. The Board recommends that the Fund establish a system for receiving the schedules of contributions on a monthly basis along with a list of participants from the member organizations to eliminate the generation of participant reconciliation exceptions.**

125. The Fund accepted the recommendation.

*Non-reconciliation of the contributions receivable balance with member organizations*

126. At the end of every year, member organizations send their pension contributions data to the Fund in a format called the “year-end schedule”, containing details of the pensionable remuneration rates, leave without pay periods and contributions of employees. The financial statements of the Fund are finalized by using the data in the year-end schedules after making suitable adjustments to the data on the basis of the calculations made by the Fund in accordance with the Regulations of the Fund. The reconciliation of data sent by the member organizations with the Fund balance is carried out later, and annual contribution reconciliation letters are sent to the member organizations stating the discrepancies to be corrected in the next year’s contributions. As observed in the case of the United Nations, there was an overpayment of \$17 million to the Fund, as indicated in the annual reconciliation letter furnished by the Fund for the year 2015; however, the United Nations did not consider the reconciled figure mentioned by the Fund while furnishing the details for 2016. The details for 2016 submitted by the United Nations showed an overpayment of \$1.02 million to the Fund, while the Fund accounted an overpayment of \$18.28 million in its financial statements. Similar discrepancies were noticed in the cases of other member organizations.

127. In reply, the Fund stated that the United Nations pays pension contributions on behalf of many sub-entities. The reconciliation of pension contributions paid by the United Nations is therefore time-consuming. In the case of differences in the balances of other member organizations, the Fund replied that it would perform a reconciliation of organization-level contributions for all pension reporting entities, which would take a few months to complete. The Board noted that the reconciliation is very important to ensure that the balances in the financial statements relating to the contribution by the member organizations reflects the correct position.

**128. The Board recommends that the Fund carry out the reconciliation of the contribution by the member organizations at regular intervals.**

129. The Fund accepted the recommendation.

## **C. Disclosures by management**

### **1. Write-off of losses of cash, receivables and property**

130. The Fund informed the Board that during the year 2016, there was a write-off of overpayment receivables of \$148,266.61.

131. The Board noted that the overpayments were mainly on account of the death of the beneficiaries that came to the notice of the Fund subsequently.

## 2. Ex gratia payments

132. The Fund reported that there were no ex gratia payments by the Fund during the year 2016.

## 3. Cases of fraud and presumptive fraud

133. In accordance with the International Standards on Auditing (ISA 240), the Board plans its audits of the financial statements so that it has a reasonable expectation of identifying material misstatements and irregularity (including those resulting from fraud). Our audit, however, should not be relied upon to identify all misstatements or irregularities. The primary responsibility for preventing and detecting fraud rests with management.

134. During the audit, the Board made enquiries regarding the oversight responsibility of management for assessing the risks of material fraud and the processes in place for identifying and responding to the risks of fraud, including any specific risks that management had identified or that had been brought to its attention. In addition, the Board enquired whether the Fund had any knowledge of any actual, suspected or alleged fraud; it also made enquiries of the Office of Internal Oversight Services in that regard. The additional terms of reference governing external audit include cases of fraud and presumptive fraud in the list of matters that should be referred to in its report.

135. The Fund reported that there were no cases of fraud or presumptive fraud that related to the staff of the Fund during the year ended 31 December 2016.

## D. Acknowledgement

136. The Board wishes to express its appreciation for the cooperation and assistance extended to its staff by the Chief Executive Officer of the Fund, the Representative of the Secretary-General for the investment of the assets of the Fund and the members of their staff.

*(Signed)* Shashi Kant **Sharma**  
Comptroller and Auditor General of India  
Chair of the Board of Auditors  
(Lead Auditor)

*(Signed)* Mussa Juma **Assad**  
Controller and Auditor General of the  
United Republic of Tanzania

*(Signed)* Kay Scheller  
President of the German Federal Court of Auditors

30 June 2017

## Appendix

### Status of implementation of recommendations up to the year ended 31 December 2015

No.	Audit report year	Paragraph reference	Recommendations of the Board	Response of the United Nations Joint Staff Pension Fund	Board's assessment	Status after verification			
						Implemented	Under implementation	Not implemented	Overtaken by events
1	2013 (A/69/9, annex X)	19	The Board recommends that the Fund closely collaborate with member organizations to ensure that those organizations submit contribution data in a timely manner, and keep in close communication with the actuarial service provider to ensure that the actuarial report could be produced and included in the formal financial statements in a timely manner.	To expedite the completion of the financial statements, a roll-forward of the previous actuarial valuation results will be reflected in the interim years between biennial actuarial valuations, as was the case for the financial statements for the year ended 31 December 2015. The 2015 actuarial valuation of the Fund will be reflected in the financial statements of the Fund for the year ended 31 December 2016. Complementarily, the Fund will continue to follow up with member organizations and take advantage of new technologies and systems to ensure that the organizations submit contribution data in a timely manner.	This recommendation was under implementation.		X		
2	2013 (A/69/9, annex X)	47	The secretariat of the Fund agreed with the Board's reiterated recommendation to: (a) continue to improve controls and efficiency of the participant reconciliation exception process to ensure the discrepancies are identified and reconciled with member organizations in a timely manner; and (b) prepare monthly and year-end contribution reconciliations to ensure the accuracy of the contributions and receivables recorded in pension system and	The participant reconciliation exceptions process is a quality improvement exercise that does not affect the accuracy of the financial statements. The year-end reconciliation is conducted to ensure the accuracy of the contributions and receivables recorded in the financial statements. Discrepancies identified in the contribution data require action and resolution by member organizations of the Fund. The Fund will complete the implementation of the project for the monthly reconciliation of contributions, which was approved in the Fund's budget for the biennium 2016-2017, for one member organization by the fourth quarter of 2017.	This recommendation was under implementation.		X		

No.	Audit report year	Paragraph reference	Recommendations of the Board	Response of the United Nations Joint Staff Pension Fund	Board's assessment	Status after verification			
						Implemented	Under implementation	Not implemented	Overtaken by events
			financial statements.						
3	2013 (A/69/9, annex X)	51	The secretariat of the Fund agreed with the Board's recommendation to: (a) utilize and promote the online self-service as an additional tool in the certificate of entitlement process along with the smooth implementation of IPAS; and (b) consider establishing a practical plan to develop an automatic signature verification system or thumbprint/live image verification system to facilitate the certificate of entitlement process.	The Fund has implemented a number of actions to enhance the certificate of entitlement process, including the review of the annual cycle to ensure that all activities, from the date of the mailing to the related follow-up actions, are completed within one year. The new member self-service (certificate of entitlement tracker), released on 31 August 2016, allows beneficiaries to download the certificate of entitlement form and monitor when the signed certificate of entitlement was received by the Fund. The Fund also explored the possibility of engaging corresponding banks in the certificate of entitlement process; however, this was not feasible, given the use of multiple correspondent banks to distribute payments to 190 countries and a diverse set of local regulations that impede banks' involvement in the process. The Fund will continue exploring opportunities to enhance the certificate of entitlement process.	This recommendation was under implementation.		X		
4	2014 (A/70/325, annex VI, chap. II)	30	Expedite the introduction of the counterparty settlement system in a time-bound manner.	The first phase of the implementation of the Bloomberg Asset and Investment Manager trade order management system was completed on 18 January 2016, and the new trade order management system includes a counterparty settlement system.	This recommendation was under implementation and has been implemented partially.		X		
5	2014 (A/70/325, annex VI, chap. II)	35	Explore alternatives to mitigate the foreign exchange losses, including a detailed cost-benefit study for a suitable hedging strategy.	During 2015, the Investment Management Division studied various alternatives to its existing practice during 2015, as mentioned in paragraph 74 of the Board's previous report (A/71/5/Add.16, chap. II). Hedging of currency risk was considered and was not utilized, in recognition of the zero-sum game representation over time. During 2016, the Division agreed to conduct a formal currency study, and procurement of a consultant is under way.	This recommendation was under implementation.		X		

No.	Audit report year	Paragraph reference	Recommendations of the Board	Response of the United Nations Joint Staff Pension Fund	Board's assessment	Status after verification			
						Implemented	Under implementation	Not implemented	Overtaken by events
6	2014 (A/70/325, annex VI, chap. II)	41	Take steps to achieve the policy benchmarks on each portfolio by improving its internal investment processes and practices and endeavour to achieve the overall minimal real return of 3.5 per cent.	<p>The investment return should be evaluated over the medium-term and long-term horizons. The Investment Management Division, from this perspective, has a successful track record, meeting or exceeding the policy benchmark for the Fund and the benchmarks for most of the underlying portfolios.</p> <p>The Division has been enhancing internal investment research resources over the years and conducting fundamental research on both the macro and micro levels. At the same time, the risk budgets were set and carefully monitored by the Risk and Compliance Section on a regular basis.</p> <p>The new strategic asset allocation was set effective 1 August 2015 after an intensive asset liability management study had been conducted. The purpose of the study was to increase the probability of achieving the 3.5 per cent real rate of return investment objective over the long term without undue risk by reviewing numerous scenarios that incorporate both asset- and liability-side variables for the Fund. The alternative investment category was formally added with a target allocation of 5 per cent of the Fund, and the target allocation for the real asset category was increased from 6 per cent to 9 per cent. The equity, fixed income and cash target allocations were reduced. The strategic asset allocation will be reviewed periodically.</p>	This recommendation was under implementation.		X		
7	2014 (A/70/325, annex VI, chap. II)	48	The Board reiterates that the Fund continue to reconcile and resolve all participant reconciliation exceptions with member organizations in a timely manner. Until such time as a system is implemented to enable monthly reconciliations, the Fund may consider including a	<p>The participant reconciliation exceptions process is a quality improvement exercise that does not affect the accuracy of the financial statements. The year-end reconciliation is conducted to ensure the accuracy of the contributions and receivables recorded in the financial statements. Discrepancies identified in the contribution data require action and resolution by member organizations of the Fund. The Fund will complete the implementation of the project for the monthly</p>	This recommendation was under implementation.		X		

No.	Audit report year	Paragraph reference	Recommendations of the Board	Response of the United Nations Joint Staff Pension Fund	Board's assessment	Status after verification			
						Implemented	Under implementation	Not implemented	Overtaken by events
			suitable disclosure in the financial statements on the quantum of unresolved participant reconciliation exceptions.	reconciliation of contributions, which was approved in the Fund's budget for the biennium 2016-2017, for one member organization by the fourth quarter of 2017. A disclosure in the financial statements was not deemed necessary, since the participant reconciliation exceptions process does not affect the accuracy of the financial statements.					
8	2014 (A/70/325, annex VI, chap. II)	53	Ensure adherence to the stipulated benchmark for the processing of benefits through improvements in efficiencies and use of information technology enabled services, since service to its members is the primary function of the Fund.	The Fund's strategic framework approved by the Pension Board specifies the performance indicator and target for benefits processing. The Fund has implemented various initiatives approved by the Pension Board at its sixty-third session to enhance performance in benefits processing, including the creation of dedicated task forces and in-depth process review to identify opportunities for efficiency. As a result, the Fund has achieved substantial progress in terms of processing benefits within the performance benchmark of 15 business days. Benefits processing times have improved steadily since the beginning of 2016. The ageing and volume of outstanding cases also reflects significant improvement, with over 90 per cent of actionable separation cases processed within the same calendar month. Performance indicators are monitored using periodic enhanced performance reports and a business intelligence dashboard. Death in service, survivor and disability benefits continue to be handled as "priority" cases.	This recommendation was under implementation.		X		
9	2014 (A/70/325, annex VI, chap. II)	65	(a) Formulate a holistic policy for the strategic planning, governance and management of various information technology projects required or under implementation; and (b) take proactive measures to expedite the procurement of the	The Investment Management Division is in the process of developing a comprehensive information and communications technology strategy that will address both infrastructure and applications, in order to ensure secure and continuous operations. Progress has been made, as evidenced by the successful implementation of the Bloomberg Asset and Investment Manager trade order management system as from 18 January 2016. The Division is in the	This recommendation was under implementation.		X		

No.	Audit report year	Paragraph reference	Recommendations of the Board	Response of the United Nations Joint Staff Pension Fund	Board's assessment	Status after verification		
						Implemented	Under implementation	Not implemented
			replacement for the existing trade order management system and restrict additional expenditure on interim measures.	process of procuring a consultant to create a target operating model.				
10	2015 (A/71/5/Add.16, chap. II)	28	The Board recommends that the Fund, while filling the vacancies at the senior levels at the earliest opportunity, draw up a succession plan that foresees and addresses the changes that will occur when senior positions become vacant.	The Investment Management Division developed and implemented a succession plan in December 2016.	The current succession plan does not address all the issues related to vacancies in senior positions. The recommendation is reiterated in the present report, and is considered as under implementation.		X	
11	2015 (A/71/5/Add.16, chap. II)	37	The Board recommends that the Fund devise a mechanism to assess the value addition to performance owing to active management of the portfolio on a regular basis so as to assess its impact and implement course correction as deemed necessary.	The Investment Management Division developed risk and performance dashboards along with new fixed income limits. The Division also developed long-term performance statistics, including local currency performance for international benchmarking.	The Fund informed the Board that it is working on active risk limits for equity.		X	
12	2015 (A/71/5/Add.16, chap. II)	44	The Board recommends that the Fund establish customized reference benchmarks taking into account the Fund's special criteria, which would better measure the Fund's overall performance.	The Investment Management Division developed and implemented a new performance dashboard to measure the impact of restricted stocks (tobacco and arms) relative to benchmarks.	This recommendation was implemented.	X		

No.	Audit report year	Paragraph reference	Recommendations of the Board	Response of the United Nations Joint Staff Pension Fund	Board's assessment	Status after verification			
						Implemented	Under implementation	Not implemented	Overtaken by events
13	2015 (A/71/5/Add.16, chap. II)	49	The Board recommends that the Fund: (a) introduce a mechanism for a more frequent supervisory review of the underperforming securities on the basis of certain predefined parameters; and (b) formalize the system for regularly tracking risk tolerance monitoring and risk management, by the Representative of the Secretary-General through the Director of the Investment Management Division and the Deputy Director for Risk and Compliance.	The Investment Management Division introduced a mechanism to monitor the underperforming securities. For performance monitoring, a report for the top 10 and bottom 10 performing securities is included in: (a) the quarterly Investments Committee Blue Book; and (b) the Division's weekly investment meeting materials. In addition, for risk monitoring, the reports for the top and bottom 10 portfolio weights, tracking risk, tail risks and currency risks for each portfolio, are generated through RiskMetrics. On a quarterly basis, the largest holdings and the largest positive and negative performance contributions have been included in the Blue Book since 227th meeting of the Committee (November 2015).	This recommendation was implemented.	X			
14	2015 (A/71/5/Add.16, chap. II)	60	The Board recommends that the Fund review its investment and risk processes, including learning lessons from higher-performing funds, so as to improve its efforts to achieve the targeted 3.5 per cent real rate of return.	An independent assessment and peer comparison of the Fund's investment main practices, investment management and risk management was conducted by Deloitte in 2016.	This recommendation was implemented.	X			
15	2015 (A/71/5/Add.16, chap. II)	68	The Board recommends that the Fund carry out a review of the cash requirements of various currencies in order to keep a minimum investment in cash, given that it carries a low return and is subject to foreign exchange fluctuation.	Procurement is under way to conduct a formal currency study, which will include a review of related cash requirements. The Investment Management Division and the custodian (Northern Trust) are reviewing the logistics related to separating investment and operational cash from an accounting and performance perspective. The Division also developed a new cash flow forecast procedure.	This recommendation was under implementation.		X		

No.	Audit report year	Paragraph reference	Recommendations of the Board	Response of the United Nations Joint Staff Pension Fund	Board's assessment	Status after verification			
						Implemented	Under implementation	Not implemented	Overtaken by events
16	2015 (A/71/5/Add.16, chap. II)	75	The Board recommends that the Fund: (a) address the foreign exchange exposure issue and employ suitable procedures and tools to mitigate foreign exchange losses; and (b) develop an internal mechanism to monitor, evaluate and manage losses or gains owing to foreign exchange in addition to regular monitoring of the fair value of the assets.	Procurement is under way to conduct a formal currency study, which will include a review of foreign currency exposure and related tools. The Investment Management Division developed an internal mechanism to monitor, evaluate and manage foreign currency by creating new reports for local currency analysis of Fund assets.	This recommendation was under implementation.		X		
17	2015 (A/71/5/Add.16, chap. II)	83	The Board recommends that the Fund review its processes for fixed-income investments to ensure that it meets or exceeds its benchmark.	The Investment Management Division reviewed its processes for fixed income investments, resulting in the adoption of new fixed income limits for duration and currency, which will ensure that the fixed income portfolio is managed in close proximity to the duration and currency parameters of its benchmark, the Barclays Global Aggregate Index.	This recommendation was treated as under implementation in 2016 as returns from the fixed income portfolio are still below the benchmark.		X		
18	2015 (A/71/5/Add.16, chap. II)	89	The Board recommends that the Fund prepare a time-bound action plan to finalize and publish its selection and evaluation criteria for external fund and discretionary investment managers.	The Investment Management Division finalized and implemented an external manager policy, which includes policies related to the selection, monitoring and termination of external (discretionary) managers. The Division has also filled the post of External Manager (P-4), the incumbent of which is responsible for the Division's external manager programme.	The policy is finalized; deficiencies in the policy have been noticed during the current audit and a separate recommendation is made thereon. As the Fund has finalized and published the policy on hiring external fund managers, this recommendation is treated as implemented.	X			

No.	Audit report year	Paragraph reference	Recommendations of the Board	Response of the United Nations Joint Staff Pension Fund	Board's assessment	Status after verification			
						Implemented	Under implementation	Not implemented	Overtaken by events
19	2015 (A/71/5/Add.16, chap. II)	94	The Board recommends that the Fund enter into a service-level agreement defining the respective roles and responsibilities and service-level benchmarks and that it develop a mechanism to secure compliance with the agreement.	The Investment Management Division is working with Bloomberg to develop a service level agreement defining the respective roles and responsibilities, service level benchmarks and a mechanism to secure compliance. The Division hopes to have a service level agreement in place by the third quarter of 2017.	This recommendation was under implementation.		X		
20	2015 (A/71/5/Add.16, chap. II)	99	The Board recommends that the Fund: (a) resolve the issues of data migration; and (b) frame key performance indicators in accordance with functional requirements for assessing the accuracy and timeliness of IPAS outcomes.	There were minimal data exceptions in the migration to the new Integrated Pension Administration System, which occurred only for historical data not affecting any calculations. Data exceptions have been corrected as part of normal verification in benefits processing since the launch of the System. A business intelligence tool will soon be deployed for monitoring performance indicators and targets. Performance indicators will be available for analysis and monitoring in a management dashboard expected to be completed by the third quarter of 2017.	This recommendation was under implementation.		X		
21	2015 (A/71/5/Add.16, chap. II)	105	The Board recommends that the Fund: (a) acknowledge all queries and complaints received from all sources; (b) segregate queries and complaints so to address them appropriately; (c) devise a system of categorization and prioritization of complaints and their resolution; (d) inform the client periodically about the progress achieved in the resolution of the complaint; (e) devise a system for monitoring and	The Pension Fund is implementing a new client service model to ensure that client enquiries are addressed efficiently and effectively. Some elements of the new client service model have already been deployed, with excellent results, including: (a) a dedicated two-tier call centre to answer all telephone calls and member self-service emails was established in October 2016; (b) the member self-service feature was launched in August 2016 to provide real-time information on members' accounts, disbursements and the receipt of documents and forms sent to the Fund; and (c) the new website of the Fund includes a feature to categorize and track emails, as well as useful information to address most common queries from participants and beneficiaries. These enhancements complement the in-person service provided at	This recommendation was under implementation.		X		

No.	Audit report year	Paragraph reference	Recommendations of the Board	Response of the United Nations Joint Staff Pension Fund	Board's assessment	Status after verification			
						Implemented	Under implementation	Not implemented	Overtaken by events
			reporting the status of grievances to the appropriate levels in the Fund in order to ensure an effective client delivery mechanism; and (f) review the complaints data to help to identify the weaknesses of the system and to improve and streamline the existing processes.	the Fund's offices in New York and Geneva, which is also tracked and monitored.					
22	2015 (A/71/5/Add.16, chap. II)	110	The Board recommends that the Fund prescribe a time frame for servicing the case load. An internal reporting framework for each type of benefit based on its priority should be established.	The Fund's strategic framework, approved by the Pension Board, specifies the performance indicator and target for benefits processing. To enhance performance in benefits processing, the Pension Fund has implemented various initiatives approved by the Pension Board at its sixty-third session. As a result, the Fund has achieved substantial progress in terms of processing benefits within the performance benchmark of 15 business days. Benefits processing times have improved steadily since the beginning of 2016. The ageing and volume of outstanding cases also reflects significant improvement, with over 90 per cent of actionable separation cases processed within the same calendar month. Performance indicators are monitored using periodic enhanced performance reports and a business intelligence dashboard. Death in service, survivor and disability benefits continue to be handled as "priority" cases.	This recommendation was under implementation.		X		
23	2015 (A/71/5/Add.16, chap. II)	115	The Board recommends that the Fund simplify the process of obtaining the certificate of entitlement, including exploring the option of engaging the corresponding banks in the process.	The Fund has implemented a number of actions to enhance the certificate of entitlement process, including the review of the annual cycle to ensure that all activities, from the date of the mailing to the related follow-up actions, are completed within one year. The new member self-service (certificate of entitlement tracker), released on 31 August 2016, allows beneficiaries to download the certificate of	This recommendation was under implementation.		X		

No.	Audit report year	Paragraph reference	Recommendations of the Board	Response of the United Nations Joint Staff Pension Fund	Board's assessment	Status after verification				
						Implemented	Under implementation	Not implemented	Overtaken by events	
24	2015 (A/71/5/Add.16, chap. II)	123	The Board recommends that the Fund: (a) impress upon the participating organizations the need to ensure that they identify and submit to the Fund sufficiently in advance cases that are due for separation in the normal course of business; and (b) check the status of documentation and jointly devise a mechanism to resolve the issues relating to incomplete or missing documentation from member organizations.	entitlement form and monitor when the signed certificate of entitlement was received by the Fund. The Fund also explored the possibility of engaging corresponding banks in the certificate of entitlement process; however, this was not feasible given the use of multiple correspondent banks to distribute payments to 190 countries and a diverse set of local regulations that impede banks' involvement in the process. The Fund will continue exploring opportunities to enhance the certificate of entitlement process.	The roles and responsibilities of the staff pension committees of member organizations are set out in the Regulations and Rules of the Fund. The terms of reference of the staff pension committees and their secretaries consolidate all the roles and responsibilities and recognize that member organizations are responsible for the accurate, complete and timely submission of separation information and documents to the Fund. The Fund continues to work closely with member organizations to identify mechanisms to expedite the submission of separation documents to the Fund and resolve issues related to incomplete and missing documentation from member organizations. The Fund is conducting, with the support of an external consultant and in coordination with the member organizations, an end-to-end review of separation-to-entitlement process to identify opportunities to achieve greater efficiency and effectiveness and improve coordination. The results of the end-to-end review will be presented to the Pension Board at its sixty-fourth session, in July 2017. Complementarily, the member self-service feature, launched in August 2016, provides real-time information on members' accounts, disbursements and the receipt of documents and forms sent to the Fund.	This recommendation was under implementation.		X		

No.	Audit report year	Paragraph reference	Recommendations of the Board	Response of the United Nations Joint Staff Pension Fund	Board's assessment	Status after verification				
						Implemented	Under implementation	Not implemented	Overtaken by events	
25	2015 (A/71/5/Add.16, chap. II)	129	The Board recommends that participant reconciliation exceptions need to be resolved in a time-bound manner in order to avoid any dispute with the participating organizations and to ensure that up-to-date and accurate financial statements can be prepared for the Fund and the participating organizations.	The participant reconciliation exceptions process is a quality improvement exercise that does not affect the accuracy of the financial statements. The year-end reconciliation is conducted to ensure the accuracy of the contributions and receivables recorded in the financial statements. Discrepancies identified in the contribution data require action and resolution by member organizations of the Fund. The Fund will complete the implementation of the project for the monthly reconciliation of contributions, which was approved in the Fund's budget for the biennium 2016-2017, for one member organization by the fourth quarter of 2017.	This recommendation was under implementation.		X			
26	2015 (A/71/5/Add.16, chap. II)	132	The Board recommends that the Fund: (a) finalize the anti-fraud policy at the earliest opportunity; and (b) widely circulate the policy and make staff aware of its provisions and implications.	The Investment Management Division developed and implemented an anti-fraud and anti-corruption policy in November 2016. This is a living document, which may be further updated periodically. The Division also must comply with the Anti-Fraud and Anti-Corruption Framework, which was adopted by the United Nations Secretariat in 2016.	This recommendation was implemented.	X				
<b>Total</b>						<b>26</b>	<b>5</b>	<b>21</b>	<b>0</b>	<b>0</b>
<b>Percentage</b>						<b>100</b>	<b>19</b>	<b>81</b>		

## **Annex VII**

### **Implementation of the recommendations of the Board of Auditors contained in its report for the year ended 31 December 2016 on the United Nations Joint Staff Pension Fund**

#### **Report by the Secretary of the United Nations Joint Staff Pension Board**

##### *Summary*

The present report is submitted in accordance with General Assembly resolution [48/216 B](#), in which the Assembly requested the executive heads of the United Nations entities to report to the Assembly, at the same time as the recommendations of the Board of Auditors were submitted to the Assembly, on measures taken or to be taken to implement those recommendations.

The report provides information further to the comments already submitted to the Board of Auditors, which were included in the Board's final report on the United Nations Joint Staff Pension Fund.

Therefore, in an effort to reduce redundancy and streamline documentation, the present report provides additional comments of the Fund only where required, as well as information on the status of implementation, the department responsible, the estimated completion date and the priority of each recommendation contained in the reports of the Board. In addition, the report provides an update on the status of implementation of the Board's recommendations relating to prior periods that the Board considered not to have been fully implemented.

## Introduction

1. The present report is submitted in accordance with the provisions of paragraph 7 of General Assembly resolution 48/216 B, in which the Assembly requested the executive heads of the United Nations entities, at the same time as the recommendations of the Board of Auditors were submitted to the Assembly, through the Advisory Committee on Administrative and Budgetary Questions, to provide the Assembly with their responses and to indicate the measures that would be taken to implement those recommendations, with appropriate timetables.

2. In preparing the present report, account was taken of the provisions of General Assembly resolution 70/238 A, in which the Assembly, in paragraph 14, stressed that the report of the Board of Auditors on the United Nations Joint Staff Pension Fund should be submitted separately to the General Assembly, as is the case with other United Nations entities, and decided that a copy should continue to be annexed to the report of the United Nations Joint Staff Pension Board. In paragraph 5 of its resolution 71/261 A, the Assembly decided to consider further the report of the Board of Auditors on the United Nations Joint Staff Pension Fund under the agenda item relating to the report of the United Nations Joint Staff Pension Fund.

### A. Implementation of the recommendations contained in the report of the Board of Auditors on the United Nations Joint Staff Pension Fund for the year ended 31 December 2016<sup>1</sup>

3. The status of implementation of the main recommendations as at August 2017 is summarized in table 1.

Table 1  
Status of implementation of main recommendations

<i>Department responsible</i>	<i>Number of recommendations</i>	<i>Implemented</i>	<i>In progress</i>	<i>Target date set</i>	<i>No target date</i>
Investment Management Division	3	–	3	3	–
Fund secretariat	4	–	4	4	–
<b>Total</b>	<b>7</b>	<b>–</b>	<b>7</b>	<b>7</b>	<b>–</b>
<b>Percentage</b>	<b>100</b>	<b>–</b>	<b>100</b>		

4. The status of implementation of all recommendations as at August 2017 is summarized in table 2.

<sup>1</sup> A/72/5/Add.16.

Table 2  
**Status of implementation of all recommendations\***

<i>Department responsible</i>	<i>Number of recommendations</i>	<i>Implemented</i>	<i>In progress</i>	<i>Target date set</i>	<i>No target date</i>
Investment Management Division	10	–	10	10	–
Fund secretariat	8	–	8	8	–
<b>Total</b>	<b>18</b>	<b>–</b>	<b>18</b>	<b>18</b>	<b>–</b>
<b>Percentage</b>	<b>100</b>	<b>–</b>	<b>100</b>		

\* In addition, the report of the Board contains, in paragraphs 105 and 106, two audit recommendations addressed to United Nations Joint Staff Pension Fund member organizations.

5. **In paragraph 19, the Board recommended that the Fund strengthen its internal control procedure to ensure the accuracy of data before sending them for the actuarial valuation and carry out a fresh actuarial valuation as at 31 December 2017.**

*Department responsible:* Pension Fund secretariat

*Status:* In progress

*Priority:* High

*Target date:* Third quarter of 2018

6. The Fund will review and improve the processes for the submission of census data for the next actuarial valuation as of 31 December 2017. This valuation will be noted in the financial statements for the year ending 31 December 2017.

7. **In paragraph 30, the Board recommended that the Fund make an appropriate disclosure of the accounting treatment of the tax withholding in the notes to financial statements.**

*Department responsible:* Investment Management Division

*Status:* In progress

*Priority:* Medium

*Target date:* Second quarter of 2018

8. The Fund will review its policy and the disclosure of the accounting treatment of the tax withholding in the notes to the financial statements.

9. **In paragraph 32, the Board recommended that the Fund prepare and follow a consistent accounting policy for creating provisions for the receivables for the tax withholdings.**

*Department responsible:* Investment Management Division

*Status:* In progress

*Priority:* Medium

*Target date:* Second quarter of 2018

10. The Fund will review its policy with respect to the measurement of receivables for tax withholdings. It should be noted that the Fund applies individual judgment to estimate the recoverability of each tax receivable for each jurisdiction as required by International Public Sector Accounting Standard (IPSAS) 29, paragraphs 67 and 68. The Fund is of the view that setting up provisions for recoverability of tax receivables solely based on ageing is not consistent with IPSAS.

**11. In paragraph 41, the Board recommended that the Fund prepare a detailed risk budget for all categories of the assets.**

*Department responsible:* Investment Management Division

*Status:* In progress

*Priority:* High

*Target date:* Second quarter of 2019

12. The Investment Management Division adopted more detailed risk limits in early 2017 for the internally managed fixed income portfolio, including currency and duration limits. The Division is also in the process of developing active limits for the global equity portfolio, which are expected to be implemented by or before the fourth quarter of 2018. In this regard, the Division is taking action regarding the recommendation to prepare a detailed risk budget for public asset classes such as equities and fixed income. This may not be feasible for categories such as real assets, alternative investments and cash and cash equivalents. The Investment Management Division will review and consider the recommendation as it relates to these asset classes, pending the outcome of further research and analysis.

**13. In paragraph 43, the Board reiterated its earlier recommendation that the Fund fill the vacancies at the Professional and decision-making levels and prepare a comprehensive succession plan to effectively deal with the changes that would occur when senior positions became vacant.**

*Department responsible:* Investment Management Division

*Status:* In progress

*Priority:* Medium

*Target date:* Second quarter of 2018

14. The Investment Management Division developed and implemented a succession plan in December 2016. The Division has filled all of its senior-level vacancies and on-boarding is expected to be completed by the end of 2017. Good progress is being made towards filling the remaining vacancies, with the expectation that the vacancy rate will be less than 10 per cent on an ongoing basis by or before the second quarter of 2018.

**15. In paragraph 50, the Board recommended that the Fund review its internal investment and risk processes and procedures so as to outperform the benchmarks and achieve at least the targeted long-term real rate of return of 3.5 per cent.**

*Department responsible:* Investment Management Division  
*Status:* In progress  
*Priority:* Medium  
*Target date:* Second quarter of 2018

16. The Investment Management Division reviews its internal investment and risk processes, practices and procedures on an ongoing basis with the intent of meeting or exceeding the benchmarks and the targeted real rate of return of 3.5 per cent over the long term. In 2015, the Fund's strategic asset allocation was updated following the completion of an asset liability management study. The strategic asset allocation target weightings for each asset class are intended to optimize the likelihood that the Fund will achieve its 3.5 per cent real rate of return target over the long term. In 2016 and 2017, the Division developed several new reports for this purpose and work in this area will continue on an ongoing basis.

**17. In paragraph 55, the Board recommended that the Fund continuously monitor and review its fixed income strategy so as to ensure that it would meet and perform better than the benchmark.**

*Department responsible:* Investment Management Division  
*Status:* In progress  
*Priority:* Medium  
*Target date:* Second quarter of 2018

18. The Investment Management Division is continuously monitoring and reviewing its fixed income strategy with the intent of meeting or exceeding the benchmark. The Division recently adopted new limits for currency and duration positions in the fixed income portfolio in order to enhance risk management limits for the portfolio, which has resulted in performance that more closely tracks the performance of the fixed income benchmark, the Bloomberg Barclays Global Aggregate Index.

**19. In paragraph 61, the Board recommended that the Fund expedite the currency study so as to further strengthen foreign exchange management and control and reduce risks by employing suitable strategies.**

*Department responsible:* Investment Management Division  
*Status:* In progress  
*Priority:* High  
*Target date:* Fourth quarter of 2017

20. The Investment Management Division studied various alternatives to its existing practice during 2015, as mentioned in paragraph 74 of document [A/71/5/Add.16](#). Hedging of currency risk was considered and was not utilized, recognizing the zero sum-game representation over time. In 2017, the Division engaged one of its non-discretionary advisers to conduct a formal currency study. The study is under way and is expected to be completed in 2017.

21. **In paragraph 67, the Board recommended that the Fund incorporate provisions for the duration of the contract in the policy and formalize the evaluation method before awarding or renewing the contract of the fund managers.**

*Department responsible:* Investment Management Division

*Status:* In progress

*Priority:* Medium

*Target date:* Second quarter of 2018

22. The Investment Management Division introduced a new external manager policy in 2017, which will be reviewed and updated in order to address the Board's recommendation.

23. **In paragraph 75, the Board recommended that the Fund update the business continuity and disaster recovery plan in the Investment Management Division by including all the critical applications, determine recovery time objectives for all critical applications and carry out a business impact analysis study in view of the criticality of its operations.**

*Department responsible:* Investment Management Division

*Status:* In progress

*Priority:* High

*Target date:* Fourth quarter of 2018

24. The Investment Management Division is in the final stages of completing a request for proposals to conduct an information and communications technology (ICT) study to assess its ICT security and business continuity practices, and the outcome is expected to assist the staff of the Division in addressing the Board's recommendation.

25. **In paragraph 79, the Board recommended that the Fund prepare a comprehensive security policy for the Investment Management Division that should be widely circulated among the management and the staff and establish a mechanism to ensure its compliance.**

*Department responsible:* Investment Management Division

*Status:* In progress

*Priority:* Medium

*Target date:* Second quarter of 2018

26. The Investment Management Division will prepare a comprehensive security policy, and the outcome of the ICT security study is expected to assist the staff of the Division in addressing the Board's recommendation.

27. **In paragraph 92, the Board recommended that the Fund: (a) explore the possibility of further automating various steps in benefits processing; (b) build input controls to ensure standardized information in the Integrated Pension Administration System; (c) enhance the functionalities of member self-service**

**and employer self-service modules; and (d) resolve data issues from the migration to the Integrated Pension Administration System.**

*Department responsible:* Pension Fund secretariat  
*Status:* In progress  
*Priority:* High  
*Target date:* Fourth quarter of 2019

28. The Pension Fund will explore possibilities to further automate benefits processing in the Integrated Pension Administration System and will continue to enhance the functionalities of the member self-service and employer self-service. The Fund will study the possibility of receiving separation data electronically, and automate, to the extent possible, the categorization of cases by benefit type. Data issues will continue to be addressed both in a manual and an automated fashion.

**29. In paragraph 101, the Board recommended that the Fund: (a) set a definite timeline to process all outstanding cases where all documents have been received; and (b) prescribe a time frame for processing each type of entitlement/benefit.**

*Department responsible:* Pension Fund secretariat  
*Status:* In progress  
*Priority:* High  
*Target date:* Third quarter of 2018

30. The Fund has a performance indicator defined for the processing of initial separations for which all documents have been received; therefore, the first part of the recommendation is already implemented. The Fund is operating with an inventory of outstanding actionable cases (involving initial separations) requiring only approximately one week of processing at the end of every month. The Fund will continue to implement actions to expedite the processing of other types of benefits and define or update, as needed, indicators for the time taken to process various types of benefits.

**31. In paragraph 105, the Board recommended that the member organizations create pension focal points to facilitate the expeditious processing of the retirement benefit cases.**

*Department responsible:* Member organizations  
*Status:* Not applicable  
*Priority:* Medium  
*Target date:* Not applicable

32. The Fund management submitted for the consideration of the Pension Board at its sixty-fourth session, in July 2017, the report of the Board of Auditors, including the above audit recommendation. The Board also considered the report of the end-to-end review of the separation-to-benefit process, which included recommendations associated with the need to establish focal points within the member organizations.

**33. In paragraph 106, the Board recommended that member organizations identify all cases due for separation in the next six months before the date of separation, send updated demographic details to the Fund and reconcile all differences in contributions.**

*Department responsible:* Member organizations

*Status:* Not applicable

*Priority:* Medium

*Target date:* Not applicable

34. The Fund management submitted for the consideration of the Pension Board at its sixty-fourth session, in July 2017, the report of the Board of Auditors, including the above audit recommendation. The Board also considered the report of the end-to-end review of the separation-to-benefit process, which included recommendations to expedite the separation process and enhance the quality of the information received by the Fund.

**35. In paragraph 112, the Board recommended that the Fund document a client grievance redressal mechanism and include procedures for indexing, segregating, prioritizing and monitoring the queries.**

*Department responsible:* Pension Fund secretariat

*Status:* In progress

*Priority:* High

*Target date:* Fourth quarter of 2019

36. In the budget proposal for 2018-2019, the Fund requested resources for the implementation of a client relationship management system to further improve the management of client queries. This would include better tracking of response times, integration of email, phone and walk-in registration with the new Integrated Pension Administration System platform and improved monitoring of benchmarks and performance reporting.

**37. In paragraph 113, the Board recommended that the Fund devise and implement a structured feedback mechanism to receive feedback from clients.**

*Department responsible:* Pension Fund secretariat

*Status:* In progress

*Priority:* Medium

*Target date:* Fourth quarter of 2019

38. In the budget proposal for 2018-2019, the Fund requested resources for the implementation of a client relationship management system to further improve the management of client queries. The system will include mechanisms to receive feedback from clients.

**39. In paragraph 118, the Board recommended that the Fund review: (a) the process of obtaining the certificate of entitlement; and (b) the suspended cases that are on hold for a longer period.**

*Department responsible:* Pension Fund secretariat  
*Status:* In progress  
*Priority:* Medium  
*Target date:* Fourth quarter of 2018

40. The Fund will review and continue to explore opportunities to enhance the certificate of entitlement process. The member self-service (certificate of entitlement tracker) released on 31 August 2016 allows beneficiaries to monitor when the signed certificate of entitlement was received by the Fund. In addition, the Fund released a functionality that allows beneficiaries to print the certificate of entitlement remotely and email it back to the Fund.

**41. In paragraph 124, the Board recommended that the Fund establish a system for receiving the schedules of contributions on a monthly basis along with a list of participants from the member organizations to eliminate the generation of participant reconciliation exceptions.**

*Department responsible:* Pension Fund secretariat  
*Status:* In progress  
*Priority:* Medium  
*Target date:* Fourth quarter of 2019

42. The implementation of the Integrated Pension Administration System and the common data interface project established the prerequisites for the introduction of a monthly reconciliation process for contributions. The Fund will complete the first pilot for monthly reconciliations in 2017. It should be noted that unresolved participant reconciliation exceptions do not establish receivables or liabilities in the financial statements of the Fund.

**43. In paragraph 128, the Board recommended that the Fund carry out the reconciliation of the contribution by the member organization at regular intervals.**

*Department responsible:* Pension Fund secretariat  
*Status:* In progress  
*Priority:* Medium  
*Target date:* Fourth quarter of 2019

44. The implementation of the Integrated Pension Administration System and the common data interface project established the prerequisites for the introduction of a monthly reconciliation process for contributions. The Fund will complete the first pilot for monthly reconciliation in 2017. However, it should be noted that the monthly reconciliation process will likely not resolve the discrepancies between payables and receivables between the Fund and the member organizations recorded in their respective financial statements. Given that the financial statements are established at a different time and based on a different reconciliation status, differences will likely continue to occur. It should be emphasized that the responsibility for resolving contribution discrepancies lies with the member organizations.

## B. Implementation of the recommendations contained in the reports of the Board of Auditors on the United Nations Joint Staff Pension Fund for prior financial periods

45. In the annex to its report for the year ended 31 December 2016 ([A/72/5/Add.16](#), chap. II), the Board provided a summary of the status of implementation of recommendations from previous financial periods.

46. The overall situation as at August 2017 regarding the 21 recommendations assessed as not fully implemented by the Board is summarized in table 3.

Table 3

### Status of implementation of extant recommendations from prior periods considered not fully implemented in the annex to the report of the Board of Auditors

<i>Department responsible</i>	<i>Number of recommendations</i>	<i>Implemented</i>	<i>In progress</i>	<i>Target date set</i>	<i>No target date</i>
Investment Management Division	10	–	10	10	–
Fund secretariat	11	–	11	11	–
<b>Total</b>	<b>21</b>	<b>–</b>	<b>21</b>	<b>21</b>	<b>–</b>
<b>Percentage</b>	<b>100</b>	<b>–</b>	<b>100</b>		

### Report of the Board of Auditors for the year ended 31 December 2013<sup>2</sup>

47. In paragraph 19, the Board recommended that the Fund closely collaborate with member organizations to ensure that those organizations submit contribution data in a timely manner and keep close communication with the actuarial service provider to ensure that the actuarial report could be produced and included in the formal financial statements in a timely manner.

*Department responsible:* Pension Fund secretariat

*Status:* In progress

*Priority:* Medium

*Target date:* Third quarter of 2018

48. To expedite the completion of the financial statements, a roll-forward of the previous actuarial valuation results will be reflected in the interim years between biennial actuarial valuations, as was the case for the financial statements for the year ended 31 December 2015. Complementarily, the Fund will continue to follow up with member organizations and take advantage of new technologies and systems to ensure that the organizations submit contribution data in a timely manner.

49. In paragraph 47, the Fund secretariat agreed with the Board's reiterated recommendation to: (a) continue to improve controls and efficiency of the participant reconciliation exceptions process to ensure the discrepancies are identified and reconciled with member organizations in a timely manner; and (b) prepare monthly and year-end contribution reconciliations to ensure the

<sup>2</sup> [A/69/9](#), annex X.

**accuracy of the contributions and receivables recorded in pension system and financial statements.**

<i>Department responsible:</i>	Pension Fund secretariat
<i>Status:</i>	In progress
<i>Priority:</i>	Medium
<i>Target date:</i>	Fourth quarter of 2018

50. The participant reconciliation exceptions process is a quality improvement exercise that does not affect the accuracy of the financial statements. The year-end reconciliation is conducted to ensure the accuracy of the contributions and receivables recorded in the financial statements. Contribution data discrepancies identified require action and resolution by Pension Fund member organizations. The Fund will complete the implementation of the project for monthly reconciliation of contributions, which was approved in the Fund's budget for the biennium 2016-2017, for one member organization by the fourth quarter of 2017.

**51. In paragraph 51, the Fund secretariat agreed with the Board's recommendation to: (a) utilize and promote the online self-service as an additional tool in the certificate of entitlement process along with the smooth implementation of the Integrated Pension Administration System; and (b) consider establishing a practical plan to develop an automatic signature verification system or thumbprint/live image verification system to facilitate the certificate of entitlement process.**

<i>Department responsible:</i>	Pension Fund secretariat
<i>Status:</i>	In progress
<i>Priority:</i>	Medium
<i>Target date:</i>	Fourth quarter of 2018

52. The Fund has implemented a number of actions to enhance the certificate of entitlement process, including the review of the annual cycle to ensure that all activities from the date of the mailing of the certificate to the related follow-up actions are completed within a calendar year. The member self-service (certificate of entitlement tracker) released on 31 August 2016 allows beneficiaries to monitor when the signed certificate of entitlement was received by the Fund. The Fund also explored the possibility of engaging corresponding banks in the certificate of entitlement process; however, this was not feasible given the use of multiple correspondent banks to distribute payments to 190 countries and a diverse set of local regulations that impede banks' involvement in the process. The Fund will continue exploring opportunities to enhance the certificate of entitlement process.

**Report of the Board of Auditors for the year ended 31 December 2014<sup>3</sup>**

**53. In paragraph 30, the Board recommended that the Fund expedite introduction of the counterparty settlement system in a time-bound manner.**

<i>Department responsible:</i>	Investment Management Division
<i>Status:</i>	In progress

<sup>3</sup> A/70/325, annex VI.

*Priority:* Medium

*Target date:* Fourth quarter of 2018

54. The Investment Management Division completed phase 1 of the implementation of the Bloomberg AIM trade order management system on 18 January 2016, and the new trade order management system includes a counterparty settlement system.

**55. In paragraph 35, the Board recommended that the Fund explore alternatives to mitigate the foreign exchange losses, including a detailed cost-benefit study for a suitable hedging strategy.**

*Department responsible:* Investment Management Division

*Status:* In progress

*Priority:* Medium

*Target date:* Fourth quarter of 2017

56. The Investment Management Division studied various alternatives to its existing practice during 2015, as mentioned in paragraph 74 of document [A/71/5/Add.16](#). Hedging of currency risk was considered and was not utilized, recognizing the zero sum-game representation over time. In 2016, the Division agreed to conduct a formal currency study. The study is under way and is expected to be completed in 2017.

**57. In paragraph 41, the Board recommended that the Fund take steps to achieve the policy benchmarks on each portfolio by improving its internal investment processes and practices and endeavour to achieve the overall minimal real return of 3.5 per cent.**

*Department responsible:* Investment Management Division

*Status:* In progress

*Priority:* Medium

*Target date:* Second quarter of 2018

58. The Investment Management Division reviews its internal investment and risk processes, practices and procedures on an ongoing basis with the intent of meeting or exceeding the benchmarks and the targeted real rate of return of 3.5 per cent over the long term. In 2015, the Fund's strategic asset allocation was updated following the completion of an asset liability management study. The strategic asset allocation target weightings for each asset class are intended to optimize the likelihood that the Fund will achieve its 3.5 per cent real rate of return target over the long term. In 2016 and 2017, the Investment Management Division developed several new reports for this purpose, and work in this area will continue on an ongoing basis.

**59. In paragraph 48, the Board reiterated its recommendation that the Fund continue its efforts to reconcile and resolve all participant reconciliation exceptions with member organizations in a timely manner. The Board adds that until such time as a system is implemented to enable monthly reconciliations, the Fund may consider including a suitable disclosure in the financial statements on the quantum of unresolved participant reconciliation exceptions.**

<i>Department responsible:</i>	Pension Fund secretariat
<i>Status:</i>	In progress
<i>Priority:</i>	Medium
<i>Target date:</i>	Fourth quarter of 2018

60. The participant reconciliation exceptions process is a quality improvement exercise that does not affect the accuracy of the financial statements. The year-end reconciliation is conducted to ensure the accuracy of the contributions and receivables recorded in the financial statements. Contribution data discrepancies identified require action and resolution by Pension Fund member organizations. The Fund will complete the implementation of the project for monthly reconciliation of contributions, which was approved in the Fund's budget for the biennium 2016-2017, for one member organization by the fourth quarter of 2017. A disclosure in the financial statements was not deemed necessary given that the participant reconciliation exceptions process does not affect the accuracy of the financial statements.

**61. In paragraph 53, the Board recommended that the Fund ensure adherence to the stipulated benchmark for processing of benefits through improvements in efficiencies and use of information technology enabled services, since service to its members is the primary function of the Fund.**

<i>Department responsible:</i>	Pension Fund secretariat
<i>Status:</i>	In progress
<i>Priority:</i>	High
<i>Target date:</i>	Third quarter of 2018

62. The strategic framework approved by the Pension Board specifies the performance indicator and target for the processing of benefits. The Fund has implemented various initiatives approved by the Pension Board at its sixty-third session to enhance performance in benefits processing. These initiatives include the creation of dedicated task forces and in-depth process review to identify opportunities for efficiency. As a result, the Fund has achieved substantial progress in terms of processing benefits within the performance indicator of 15 business days. Benefit processing times have improved steadily since the beginning of 2016. The ageing and volume of outstanding cases also reflect significant improvement, with more than 90 per cent of actionable separation cases processed within the same calendar month. Performance indicators are monitored using periodic enhanced performance reports and a business intelligence dashboard. Death in service, survivor and disability benefits continue to be handled as "priority" cases.

**63. In paragraph 65, the Board recommended that the Fund: (a) formulate a holistic policy for the strategic planning, governance and management of various information technology projects required or under implementation; and (b) take proactive measures to expedite the procurement of the replacement for the existing trade order management system and restrict additional expenditure on interim measures.**

<i>Department responsible:</i>	Investment Management Division
<i>Status:</i>	In progress
<i>Priority:</i>	High
<i>Target date:</i>	Second quarter of 2018

64. The Investment Management Division is in the process of developing a comprehensive ICT strategy that will address both infrastructure and applications in order to ensure secure and continuous operations. Progress has been made, as evidenced by the successful implementation of the Bloomberg AIM trade order management system on 18 January 2016. The Division engaged a consultant to conduct an ICT study and to assist with the creation of a target operating model, and the ICT study is under way.

#### **Report of the Board of Auditors for the year ended 31 December 2015<sup>4</sup>**

**65. In paragraph 28, the Board recommended that while filling up the vacancies at senior levels at the earliest, the Fund draw up a succession plan that can foresee and address the changes that will occur when senior positions become vacant.**

<i>Department responsible:</i>	Investment Management Division
<i>Status:</i>	In progress
<i>Priority:</i>	High
<i>Target date:</i>	Second quarter of 2018

66. The Investment Management Department developed and implemented a succession plan in December 2016. The Division has filled all of its senior-level vacancies, and on-boarding is expected to be completed by the end of 2017. Good progress is being made towards filling the remaining vacancies, with the expectation that the vacancy rate will be less than 10 per cent on an ongoing basis by or before the second quarter of 2018.

**67. In paragraph 37, the Board recommended that the Fund devise a mechanism to assess the value addition to performance owing to active management of the portfolio on a regular basis so as to assess its impact and implement course correction as deemed necessary.**

<i>Department responsible:</i>	Investment Management Division
<i>Status:</i>	In progress
<i>Priority:</i>	Medium
<i>Target date:</i>	Second quarter of 2018

68. The Investment Management Division developed new risk and performance dashboards for performance attribution purposes during 2016 and 2017. These reports, along with new currency and duration fixed income limits, assist the Division in ex post and ex ante analysis of the contribution of active management so that the

<sup>4</sup> A/71/5/Add.16, chap. II.

Division can assess its impact and implement course correction as deemed necessary. Additionally, in 2016, the Division began to compare the results of its actively managed stock and bond portfolios with the results produced by the eVestment universe. The Division is supplementing the good progress to date by working on developing active risk limits for its equity portfolios.

**69. In paragraph 68, the Board recommended that the Fund carry out a review of the cash requirements of various currencies in order to keep a minimum investment in cash, as it carries a low return and is subject to foreign exchange fluctuation.**

*Department responsible:* Investment Management Division

*Status:* In progress

*Priority:* Medium

*Target date:* Fourth quarter of 2017

70. The Investment Management Division engaged one of its non-discretionary advisers to conduct a formal currency study. The currency study is under way and is expected to be completed in 2017. It will include a review of related cash requirements. The Division and its custodian, Northern Trust, are also reviewing the logistics related to separating investment and operational cash from an accounting and performance perspective. The Division also developed a new cash flow forecast procedure.

**71. In paragraph 75, the Board recommended that the Fund: (a) address the foreign exchange exposure issue and employ suitable procedures and tools to mitigate foreign exchange losses; and (b) develop an internal mechanism to monitor, evaluate and manage losses or gains owing to foreign exchange in addition to regular monitoring of the fair value of the assets.**

*Department responsible:* Investment Management Division

*Status:* In progress

*Priority:* Medium

*Target date:* Fourth quarter of 2017

72. The Investment Management Division engaged one of its non-discretionary advisers to conduct a formal currency study. The currency study is under way and is expected to be completed in 2017. The currency study will include a review of foreign exchange exposure and related tools. The Division also developed an internal mechanism to monitor, evaluate and manage foreign exchange by creating new attribution reports to monitor and evaluate the gains or losses owing to foreign exchange in addition to regular monitoring of the fair value of the assets.

**73. In paragraph 83, the Board recommended that the Fund review its processes for the fixed income investments to ensure that it meets or exceeds its benchmark.**

*Department responsible:* Investment Management Division

*Status:* In progress

*Priority:* Medium

*Target date:* Second quarter of 2018

74. The Investment Management Division is continuously monitoring and reviewing its fixed income strategy with the intent of meeting or exceeding the benchmark. The Division recently adopted new limits for currency and duration positions in the fixed income portfolio in order to enhance risk management limits for the portfolio, which has resulted in performance that more closely tracks the performance of the fixed income benchmark, the Bloomberg Barclays Global Aggregate Index.

**75. In paragraph 94, the Board recommended that the Fund enter into a service-level agreement defining the respective roles and responsibilities and the service-level benchmarks and that it develop a mechanism to secure its compliance.**

*Department responsible:* Investment Management Division

*Status:* In progress

*Priority:* Medium

*Target date:* Fourth quarter of 2018

76. The Investment Management Division is working with Bloomberg to develop a service-level agreement defining the respective roles and responsibilities and the service-level benchmarks and develop a mechanism to secure its compliance. The Division hopes to have a service-level agreement in place by the fourth quarter of 2018.

**77. In paragraph 99, the Board recommended that the Fund: (a) resolve the issues of data migration; and (b) frame key performance indicators as per functional requirements for assessing the accuracy and timeliness of outcomes of the Integrated Pension Administration System.**

*Department responsible:* Pension Fund secretariat

*Status:* In progress

*Priority:* High

*Target date:* Third quarter of 2018

78. There were minimal data exceptions in the migration to the new Integrated Pension Administration System, which occurred only for historical data not affecting any calculations. Data exceptions have been corrected as part of normal verification in benefits processing since the Integrated Pension Administration System go-live. A business intelligence tool has been deployed for monitoring performance indicators and targets. Performance indicators are available for analysis and monitoring in a management dashboard, which will continue to be enhanced.

**79. In paragraph 105, the Board recommended that the Fund: (a) acknowledge all queries and complaints received from all sources; (b) segregate queries from complaints so to address them appropriately; (c) devise a system of categorization and prioritization of complaints and their resolution; (d) inform clients periodically about the progress achieved in the resolution of the complaint; (e) devise a system for monitoring and reporting the status of grievances to the appropriate levels in the Fund to ensure an effective client delivery mechanism; and (f) review the complaints data to help to identify the weaknesses of the system and to improve and streamline the existing processes.**

*Department responsible:* Pension Fund secretariat  
*Status:* In progress  
*Priority:* High  
*Target date:* Fourth quarter of 2018

80. The Fund has implemented new client servicing mechanisms to ensure that client enquiries are addressed efficiently and effectively. Some elements have already been deployed with excellent results, including: (a) a dedicated two-tier call centre to answer all telephone calls and member self-service emails was established in October 2016; (b) the member self-service feature was launched in August 2016 to provide real-time information on members' accounts, disbursements and the receipt of documents and forms sent to the Fund; and (c) the new Pension Fund website includes a feature to categorize and track emails as well as useful information to address the most common queries from participants and beneficiaries. These enhancements complement the in-person service provided at the Fund's offices in New York and Geneva, which is also tracked and monitored.

**81. In paragraph 110, the Board recommended that the Fund prescribe a time frame for servicing the caseload. An internal reporting framework for each type of benefit based on its priority should be established.**

*Department responsible:* Pension Fund secretariat  
*Status:* In progress  
*Priority:* High  
*Target date:* Third quarter of 2018

82. The strategic framework approved by the Pension Board specifies the performance indicator and target for the processing of benefits. To enhance performance in benefits processing, the Pension Fund has implemented various initiatives approved by the Pension Board at its sixty-third session. As a result, the Fund has achieved substantial progress in terms of processing of benefits within the performance indicator of 15 business days. Benefits processing times have improved steadily since the beginning of 2016. The ageing and volume of outstanding cases also reflect significant improvement, with more than 90 per cent of actionable separation cases processed within the same calendar month. Performance indicators are monitored using periodic enhanced performance reports and a business intelligence dashboard. Death in service, survivor and disability benefits continue to be handled as "priority" cases.

**83. In paragraph 115, the Board recommended that the Fund simplify the process of obtaining the certificate of entitlement, including exploring the option of engaging the corresponding banks in the process.**

*Department responsible:* Pension Fund secretariat  
*Status:* In progress  
*Priority:* Medium  
*Target date:* Fourth quarter of 2018

84. The Fund has implemented a number of actions to enhance the certificate of entitlement process, including the review of the annual cycle to ensure that all activities from the date of the mailing of the certificate to the related follow-up actions are completed within a calendar year. The member self-service (certificate of entitlement tracker) allows beneficiaries to monitor when the signed certificate of entitlement was received by the Fund. The Fund also explored the possibility of engaging corresponding banks in the certificate of entitlement process; however, this was not feasible given the use of multiple correspondent banks to distribute payments to 190 countries and a diverse set of local regulations that impede the involvement of the banks in the process. The Fund will continue exploring opportunities to enhance the certificate of entitlement process.

**85. In paragraph 123, the Board recommended that the Fund: (a) impress upon the participating organizations the need to ensure that they identify and submit to the Fund sufficiently in advance cases that are due for separation in the normal course of business; and (b) check the status of documentation and jointly devise a mechanism to resolve the issues related to incomplete or missing documentation from member organizations.**

*Department responsible:* Pension Fund secretariat  
*Status:* In progress  
*Priority:* High  
*Target date:* Fourth quarter of 2018

86. The roles and responsibilities of the staff pension committees of member organizations are set out in the Regulations and Rules of the Pension Fund. The terms of reference for the staff pension committees and their secretaries consolidate all the roles and responsibilities and recognize that member organizations are responsible for the accurate, complete and timely submission of separation information and documents to the Fund. The Fund continues to work closely with member organizations to identify mechanisms to expedite the submission of separation documents to the Fund and resolve issues related to incomplete and missing documentation from member organizations. The Fund conducted, with the support of an external consultant and in coordination with the member organizations, an end-to-end review of the separation-to-entitlement process. The results of the end-to-end review were presented to the Pension Board at its sixty-fourth session, in July 2017. Complementarily, the member self-service launched in August 2016 provides real-time information on members' accounts, disbursements and the receipt of documents and forms sent to the Fund.

**87. In paragraph 129, the Board recommended that participant reconciliation exceptions needed to be resolved in a time-bound manner in order to avoid any dispute with the participating organizations and to ensure that up-to-date and accurate financial statements can be prepared for the Fund and the participating organizations.**

*Department responsible:* Pension Fund secretariat  
*Status:* In progress  
*Priority:* Medium  
*Target date:* Fourth quarter of 2018

88. The participant reconciliation exceptions process is a quality improvement exercise that does not affect the accuracy of the financial statements. The year-end reconciliation is conducted to ensure the accuracy of the contributions and receivables recorded in the financial statements. Contribution data discrepancies identified require action and resolution by member organizations. The Fund will complete the implementation of the project for monthly reconciliation of contributions for one member organization by the fourth quarter of 2017.

## Annex VIII

### Report on the end-to-end review of the separation to benefit process: executive summary

1. The Pension Board at its sixty-third session in July 2016 approved that an end-to-end review be conducted (in cooperation between the Fund and its Member Organizations) to identify opportunities to improve and streamline the overall separation to payment process and in order to reduce the overall time taken from separation to payment. This annex is submitted in response to the General Assembly resolution [71/265](#), whereby the General Assembly requested the Pension Board to ensure that the Fund completes the review, as a matter of priority, and to report on measures taken to address identified bottlenecks in the context of the next report of the Board. Furthermore, the ACABQ, in its report [A/71/621](#) looked forward to receiving information on the result of the end-to-end review (para. 8).
2. This is the first time in the Fund's 68-year history that the much needed joint and comprehensive review of its kind was undertaken.
3. In addition to the UNJSPF, the following five entities volunteered to take part in the review: World Health Organization (WHO); UN — Department of Field Support (DFS); United Nations Children's Fund (UNICEF); UN — Headquarters (UNHQ); and the Food and Agriculture Organization/World Food Programme (FAO/WFP). The Fund, UN (DM, DFS), UNICEF, WHO, and FAO/WFP jointly launched the project in October 2016. The project was undertaken with the support of a specialized consultancy.
4. The project was overseen by a Joint Project Team, which was made up of experienced staff from the appointed consultancy and representatives from the Fund and from the Staff Pension Committees of Member Organizations and HR and Payroll representatives from reporting entities. The Joint Project Team held regular meetings to review reports and oversee the adequate development of the study.
5. The participating entities offered a good representation of the diverse range of characteristics found within the Fund's Member Organizations and Employing Entities (EE). It is important to note that the Fund has regular interactions not only with the 22 Staff Pension Committees of Member Organizations, but also with the HR and Payroll teams of more than 80 Employing and Reporting Entities. The project team (of the consulting firm) visited all the different entities as well as the Fund and spoke with over 110 staff during the six months of field work. The Fund appreciates the availability, openness, professionalism and support received from all the entities and the staff who participated in the review.
6. A summary report was produced for the consideration of the Pension Board. The summary report brings together all the key, shared themes and findings along with some recommendations. The main recommendations of the review include:
  - **Redesign and standardize HR and payroll processes so activities relating to the Participant's pension entitlements are dealt with independently of other separation activity and in a consistent manner (decoupling of the separation and pension processes);**
  - **Remove the need for original documents/"wet signatures" — allow submission of "Forms" electronically and allow authorized HR/SPC representatives to submit marriage, birth and death certificates by "photograph" and send them electronically to the Fund resulting in immediate receipt in the corresponding Fund's electronic dossiers;**

- **Simplify the existing separation forms so the Participant can better understand them and thus reduce the number of rejected forms. The Fund should also look to implement SMART forms on the Member Self-Service portal;**
- **MO/EE accelerate the deployment in their organizations of the electronic interface for HR and Payroll data to enable electronic submission of separation information from the MO/EE and facilitate a monthly reconciliation of Participant contributions;**
- **Continue to exploit and leverage the technology that has recently been deployed by re-engineering existing processes — on both the ERPs of the MO, such as Umoja and IPAS;**
- **Agree SLAs/KPIs for all pension-related functions from and to MO/EE and the Fund;**
- **Allocate more resources to the SPC/Fund (Client Service) teams to allow them to spend more time guiding Participants through their separation journey;**
- **In respect of the SPC community, grant SPC read-only access to the Participant record and associated documents held by the Fund. Adopt a single document management solution by making Kofax the single and central repository for all pension related documents. Where paper files exist undertake a project to back scan these;**
- **Remove dependency on legacy systems in some MO/EE where ERP implementations have not migrated all the historic data during the original implementation;**
- **MO/EE perform a data reconciliation exercise covering historic HR, Payroll and Pensions data (e.g. over 2 years old and not likely to be impacted by future retro-activity) and then agree to not revisit historic data held on legacy systems unless a Participant provides evidence of incorrect data being held; All parties agree approach for processing separation benefits for cases impacted by any outstanding retroactivity to minimize any delay to the Participant receiving their benefits on separation (e.g. pay benefits on known information and adjust later following any retroactivity adjustment). Financial thresholds should be maintained and periodically reviewed within which discrepancies are not investigated, where no underlying change to historical data has taken place;**
- **HR and Payroll communities within some Organizations have already established forums where issues on cases or process re-engineering opportunities can be discussed and improvements identified. These should be extended to all MO/EE's. Representatives from the Fund/SPC should be invited to participate so there is much closer cooperation and collaboration.**

7. Five separate detailed reports were also drafted; one for each participating MO/EE with specific recommendations to improve their own HR and payroll separation process; and each MO/EE had the opportunity to review and refine the document. It is the responsibility of each organization to implement their recommendations and it would be beneficial if they decide to share their experiences and lessons in addressing the streamlining opportunities, with the rest of the employing organizations. The Fund and some other entities have started implementing many of the findings and recommendations of the detailed reviews.

8. The Fund is currently processing over 80 per cent of the separation cases within the same month as received. Over the past year, the Fund has already taken a number of measures towards further efficiencies in the separation to benefit process, such as:

- (1) Development, testing and implementation of a dash-board that allows the separating staff to access via the Member Self-Service Module of IPAS the status of their case and where it is, so that he/she may follow-up with either the employing organization's HR or Payroll units or with the Fund;
- (2) Implementation of a monthly report that measures the delays of employing organizations in sending information to the Fund. For example, for the separation cases received in July 2017, for 31 per cent of the cases the required separation documents were sent to the Fund with a delay of over 120 days;
- (3) Preparation and sharing of lists of all cases of pending separation documentation which are sent periodically to employing organizations;
- (4) Establishment of focal points and periodic meetings with focal points of major employing organizations to streamline processes;
- (5) Data quality management activities (including using a Task Force before the year-end process to clean up database, etc.);
- (6) Capacity-building of HR and Payroll to better understand the process and interaction with the Fund (especially through new regional presence in Nairobi and extended outreach activities).

9. At its 64th session in July 2017, the Pension Board took note with appreciation of the report and recommended that lessons learned from the study applicable to all member organizations and the Fund versus best practices and possible budget implications for the Fund be presented at the next Board meeting. The major next step would be for the Board to adopt the integrated Target Operating Model and a pilot initiative which could serve as the basis for lessons learned for the other organizations.

## Annex IX

### Amendments to the Rules of Procedure of the United Nations Joint Staff Pension Fund

#### Amendments to the Rules of Procedure of the United Nations Joint Staff Pension Fund<sup>1</sup>

<i>Existing text</i>	<i>Proposed text</i>	<i>Comments</i>
STAFF PENSION COMMITTEES	STAFF PENSION COMMITTEES	
<p>C.1 The composition of the staff pension committee of each member organization shall be in accordance with the provisions of article 6 of the Regulations. Each committee shall hold at least one regular meeting each year. Special meetings shall be held either at the decision of the chairman, at the request of the competent authority or at the request in writing of three members.</p>	<p>C.1 The composition of the staff pension committee of each member organization shall be in accordance with the provisions of article 6 of the Regulations. <b><u>Staff members of the secretariat of the Fund and of the Investments Management Division of the Fund, and staff members of the secretariat of each Staff Pension Committee shall not be eligible to be elected or appointed to represent any constituent group in the Staff Pension Committee of any member organization of the Fund, and consequently to serve on the Pension Board. Consistent with Rule A.9 (e), two UNJSPF retiree representatives shall be entitled to attend meetings of the SPC, but shall not have the right to vote.</u></b> Each committee shall hold at least one regular meeting each year. Special meetings shall be held either at the decision of the chairman, at the request of the competent authority or at the request in writing of three members.</p>	<p>Reflects the Pension Board's approval of a provision to confirm that staff members of the secretariat of the Fund, of the Investment Management Division of the Fund, and those serving in the secretariat of each Staff Pension Committee are not eligible to be elected or appointed to represent any constituent group in the Staff Pension Committee of any member organization. The provision has also been amended to include the retiree representatives on Staff Pension Committees.</p>
Amendment to Terms of Reference for Staff Pension Committee and their Secretaries Appendix 7 to the Regulations		
III. Staff Pension Committees	III. Staff Pension Committees	
<p>12. In accordance with Article 6 (c), following the Pension Board's tri-partite nature, each SPC is composed of an equal number of members representing (a) the governing body; (b) the chief administrative officer; and (c) the participants in service of the member organization.</p>	<p>12. In accordance with Article 6 (c), following the Pension Board's tri-partite nature, each SPC is composed of an equal number of members representing (a) the governing body; (b) the chief administrative officer; and (c) the participants in service of the member organization. <b><u>In accordance with rule C.1 of the Rules of Procedure, two UNJSPF retiree representatives shall be entitled to attend meetings of the SPC, but shall not have the right to vote.</u></b></p>	<p>Reflects the change to Section C.1 of the Rules of Procedure for retirees to be represented on Staff Pension Committees.</p>

<sup>1</sup> Approved additions appear in boldface type.