

Annex XVI. Review of JIU Recommendations in 2011 and their impact for the UNWTO

Report	No.	Text of the Recommendation	Current status in UNWTO
REP/2011/1	1	Executive heads of United Nations system organizations should appoint focal points in their respective organizations to facilitate the development and implementation of the necessary Occupational Safety and Health policies and procedures, and should present them without delay to their respective legislative bodies for adoption.	Occupational safety and health policies are supervised by HR and Security.
	2	The legislative bodies of United Nations system organizations should adopt appropriate standards with regard to Occupational Safety and Health issues, taking into account and ensuring compatibility with emerging modifications to the Minimum Operating Safety and Security Standards.	Current implementation of OSH standards is based on industry practice (local regulations). There is no MOSS for Spain.
	3	Executive heads of United Nations system organizations should implement systems enabling the electronic capture/archiving of staff members' medical records, if they are not already in place.	Record keeping of medical histories is satisfactorily held. No volume of histories to justify development of an electronic application.
	4	The Administrator of the United Nations Development Programme, in consultation with the United Nations Medical Services Division and UNMDWG, should finalize and adopt the Terms of Reference for the administration of United Nations dispensaries, thereby ensuring consistent and transparent management practices to meet the medical requirements of United Nations system staff concerned.	N/A
	5	The Secretary-General should amend ST/SGB/2004/8 to reflect the revised mandate and role of the United Nations Medical Services Division, ensuring effective implementation of Occupational Safety and Health policies and the United Nations global health-care system.	The UNWTO has its own Medical Service of reference, located in Madrid.
	6	The United Nations Medical Services Division should develop an effective monitoring and evaluation tool for assessing the services provided by United Nations examining physicians and update the global list on an annual basis.	N/A
	7	The General Assembly should mandate the Secretary-General to create the United Nations Network on Occupational Safety and Health, with a defined Terms of Reference, and which should be headed by the United Nations Chief Medical Director.	N/A
REP/2011/2	8	The General Assembly should direct the Executive Office of the Secretary-General to set-up and maintain on a monthly basis a dedicated website which will convey specific information on senior appointments to Member States and potential candidates as described in paragraph 88 of this report.	The Organization publishes its vacancies in the website when a recruitment process is to be initiated.

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	9	The General Assembly should endorse the guidelines in paragraph 87 (a) to (l) of this report and direct the Secretary-General to follow the guidelines in selecting and appointing senior managers in tandem with the process outlined in the Secretary-General's accountability report (A/64/640).	The Secretary-General is appointed by the General Assembly. The Secretary-General proposes to the GA the Executive Directors s/he has chosen.
REP/2011/3	10	The High-level Committee on South-South Cooperation (HLC) should request the United Nations Development Programme (UNDP) Administrator, as the Chair of the United Nations Development Group (UNDG), to mandate the Special Unit for South-South Cooperation (SU/SSC), in coordination with United Nations system entities, including the Regional Commissions, to propose operational definitions of South-South and triangular cooperation, submit them to the General Assembly for approval, through the seventeenth session of HLC in 2012, and ensure their dissemination and application, including through workshops and training sessions at headquarters and field level system-wide.	Participation in field workshops and training sessions is considered, but restricted by availability of resources.
	11	The UNDP Administrator, as Chair of UNDG, should request the SU/SSC, in coordination with United Nations system entities, including the Regional Commissions, and through UNDG/UNDOCO, to develop a common framework and strategy, policies and operational guidelines to support mainstreaming of South-South and triangular cooperation and knowledge-sharing through relevant programmes and projects at headquarters, regional and country levels to be adapted by the organizations to their respective areas of competence, for submission through the High Level Committee on South-South cooperation (HLC) to the Economic and Social Council and the General Assembly for approval, with a view to their dissemination and application, including through workshops and training sessions, not later than the end of 2012. All relevant headquarters programmes, UNDAF and technical cooperation projects should contain a SSC component, at the request of Governments, as appropriate.	N/A
	12	The legislative bodies of United Nations system organizations should request the Executive Heads to establish identifiable and dedicated structures, mechanisms and focal points tasked with developing agency-specific corporate policy and support strategy, and ensure coordination on South-South and triangular cooperation within their respective organizations and inter-agencies, through the reallocation of the necessary staff and resources for this purpose, as appropriate.	Internal Programme and Coordination ensures required cooperation. No additional mechanism required.

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	13	The High-level Committee on South-South Cooperation (HLC) should request the Secretary-General to submit to the General Assembly, no later than the end of 2012, a proposal to review the current South-South cooperation (SSC) governance structure and its secretariat support within the United Nations, so as to ensure more efficient and effective work procedures for the HLC, and better delineation of responsibilities and interaction among all stakeholders. The proposal should address: (a) The need for greater participation by technical cooperation agencies, related national authorities and focal points in the work of the HLC; (b) The need for a regular thematic agenda, discussion and action, based on the work of standing thematic groups composed of national authorities, academia, civil society and the private sector, as appropriate; (c) The consideration of thematic and sectoral reports by relevant United Nations system organizations.	N/A
	14	The High Level Committee on South-South cooperation (HLC) should: (a) Request the Special Unit for South-South Cooperation (SU/SSC) to continue implementing its mandate and responsibilities as assigned by Buenos Aires Plan of Action (BAPA), the New Directions for Technical Cooperation among Developing Countries, and the Nairobi outcome document, focusing on global and United Nations system policy support and advocacy; inter-agency coordination and facilitation; catalyzing innovative mechanisms; fostering inclusive partnerships and mobilizing resources from both public and private entities to support multi-agency initiatives in implementing the Nairobi outcome document; and supporting knowledge-sharing, networking and exchange of best practices, including through new and existing centres of excellence, the SU/SSC and United Nations system platforms. To that effect, SU/SSC should review its current portfolio of activities and staffing profile with a view to prioritizing activities while ensuring better delineation of responsibilities with other United Nations entities; and (b) Call on all relevant United Nations system organizations to support the work of the SU/SSC and leverage the services it offers.	N/A
	15	The High-level Committee on South-South Cooperation (HLC) and the Economic and Social Council, in coordination with the United Nations Development Programme (UNDP), should consider relocating the regional representatives of the Special Unit for South-South Cooperation (SU/SSC) to the Regional Commissions, with direct reporting to UNDP and the SU/SSC.	N/A

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	16	The High-level Committee on South-South Cooperation should provide further clarification on the reporting lines of the Special Unit for South-South Cooperation (SU/SSC) with a view to reconciling the issue of its separate identity within the United Nations Development Programme (UNDP) and effecting closer integration of the Unit within the UNDP structure, including requesting the UNDP Administrator to establish collaborative working arrangements at headquarters and in the regions, and the regular participation of the Unit Head and its regional coordinators in all strategic and decisionmaking mechanisms and meetings, so as to enhance the profile and visibility of the Unit, and ensure that South-South cooperation (SSC) is reflected as a cross-cutting issue in all programmatic decisions at corporate and system-wide levels.	N/A
	17	The Economic and Social Council should request the United Nations Regional Commissions to set up strategies, structures/mechanisms and mobilize or reallocate resources at the legislative, programmatic and operational levels dedicated to enhancing subregional, regional and interregional South-South cooperation (SSC), and to use the annual meetings of the regional coordination mechanisms (RCM) as a tool for advancing system-wide cooperation and coordination in support of SSC.	N/A
	18	The legislative and governing bodies of the United Nations system organizations should request the Executive Heads to apportion a specific percentage – not less than 0.5 per cent – of core budget resources for the promotion of South-South cooperation (SSC) in their respective areas of competence, in consultation with programme countries; and to agree with donor countries to use a specific portion of extrabudgetary resources to finance SSC and triangular cooperation initiatives.	Core budget resources (contribution-based) cannot be earmarked according to Financial Regulations.
	19	The UNDP Administrator should request the SU/SSC to develop strategies and financing modalities, in consultation with UNDG/UNDOCO, United Nations system organizations, DESA and donor countries, to promote triangular cooperation (TC), including through partnerships that bring together providers of horizontal development cooperation, traditional donors and the United Nations system organizations in areas of common interest.	N/A

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	20	The High-level Committee on South-South Cooperation (HLC) should request the Executive Heads of United Nations system organizations, funds and programmes, including the Regional Commissions to, starting from 2012: (a) Put in place systems to monitor their South-South (SSC) and triangular (TC) cooperation activities; (b) Include in their regular reports to their governing bodies a subsection on their contribution in support of such cooperation; (c) Provide inputs to regular reports to the Economic and Social Council, the HLC and the General Assembly, including the Secretary-General's biennial reports to the General Assembly; (d) Produce thematic reports at the request of the HLC; and (e) Conduct periodic evaluations of their South-South (SSC) and triangular cooperation (TC) activities, based on an agreed set of indicators.	Technical Cooperation at UNWTO, including South-South and triangular cooperation, is subject to availability of extrabudgetary funds. These funds are allocated to projects defined in an agreement between respective donors, recipient countries or regions and the UNWTO Secretariat, as executing agency. The results achieved through these projects are reported to UNWTO governing bodies at least on an annual basis.
	21	The Secretary-General should ensure, as from 2012 that: (a) South-South cooperation (SSC) is built into the agendas of existing coordination arrangements at headquarters, regional and country levels, in particular the HLCP/CEB, UNDG, ECESA, RCM, RDTs and UNCTs; (b) Regular meetings of SSC thematic clusters, task forces and focal points are held with agreed terms of reference and programmes of work; (c) South-South cooperation (SSC) is included in relevant country UNDAFs and new subregional/regional UNDAFs; and (d) The SU/SSC is represented in all relevant coordination mechanisms, task forces and thematic clusters, as applicable.	N/A
REP/2011/4	22	The executive heads who have not yet done so should: a) appoint a senior official as coordinator for multilingualism, tasked with proposing strategic action plans for the effective implementation of multilingualism, with the assistance of an internal network of focal points within their respective organization; b) report regularly to their legislative bodies on progress achieved in this regard.	The Organization through its HR programme assists employees in bettering their language skills.
	23	The executive heads, through their participation in the CEB, should develop a common understanding of the differences between "official" and "working" languages as a coherent basis for better coordinating the use of languages and promoting multilingualism across the United Nations system.	UNWTO has five official languages. Working languages have not been officially defined.
	24	The executive heads should take further effective measures towards eliminating the current imbalance in the use of the working languages within secretariats, including among senior managers, and require all staff to develop their language skills so as to acquire good knowledge of at least a second working language.	See reply to 22. In addition, geographical and language diversity is taken into account for new recruits.

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	25	The executive heads of the United Nations system organizations should, in monitoring the equitable use of official languages within their respective organization, regularly assess users' needs and formulate strategies to enhance the implementation of multilingualism through the involvement of their respective coordinators for multilingualism and related network of focal points.	The Secretary-General considers this issue is better left unregulated.
	26	The CEB should establish an ad hoc network or working group, involving the coordinators for multilingualism in the respective organizations, to take account of the key recommendations of IAMLADP and translate them into strategies of action for conference and language services management, so that better coordination and resources-sharing would result in significant cost savings, higher productivity and effectiveness in the work of the organizations.	N/A
	27	When creating new institutional bodies that would require the provision of conference services, the legislative bodies of the United Nations system organizations should plan for the budgetary resources associated with the resulting additional workload, in particular for translation and interpretation.	The Programme and Budget of the Organization includes a fully costed programme for provision of Conference services.
	28	The executive heads should take the necessary measures to ensure full compliance with the AIIC-United Nations agreement for interpretation and the CCAQ-AITC agreement for translation, in particular by ensuring greater awareness of these agreements at Headquarters and in the regional offices and by setting up compliance monitoring systems.	UNWTO fully complies with AIIC-UN and CCAQ-AIT agreements regarding interpretation and translation.
	29	The legislative bodies of the organizations of the United Nations system should ensure that the necessary resources are allocated within the organizations to achieve effective succession planning and dispense targeted training to candidates to language examinations.	The Organization encourages and assists candidates taking UN language examination.
	30	The executive heads should prepare strategic action plans in the area of languages services to address the examination, candidate-selection and recruitment processes, and propose incentives for language career development and language staff retention, bearing in mind that Member States have different education systems and none of them shall be considered the standard one.	HR policies cover the points mentioned.

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	31	The Secretary-General of the United Nations, in his capacity as Chair of the CEB, should address the issues of the language examinations, recruitment and promotion in language services, career development and training for language staff, and incentives for recruiting and retaining the best language professionals, with the assistance of the coordinators for multilingualism, through the ad hoc network or working group proposed in Recommendation 5.	N/A
	32	The executive heads should take the necessary measures to ensure that the recruitment process, including that relating to senior officials, fully and fairly addresses language requirements, so that in the medium-term, the organizations of the system could rely on a multilingual workforce that is fluent in one working language and has good knowledge of at least one other working language, with due attention to the specific needs of the duty stations.	Language diversity is considered an asset in recruitment processes.
	33	The legislative bodies of the organizations of the United Nations system should direct and approve the necessary support to the executive heads to develop multilingual websites in all their official or working languages, with due attention to the language specificities of the duty stations concerned.	UNWTO has no field offices. Website is multilingual.
	34	The Secretary-General of the United Nations should actively promote the development of language-related events, such as the Language Day initiative, to increase awareness of multilingualism challenges and to disseminate information to Member States, academia and other partners, seeking, as appropriate, their support through innovative partnerships or ad hoc extra-budgetary contributions.	The UNWTO through its mandate fosters and celebrates diversity, including linguistic diversity.
	35	The executive heads of the organizations of the United Nations system delivering work in the field in the area of humanitarian affairs, peacekeeping, peacebuilding and development activities, among others, should ensure that due attention is given to delivering their activities and related materials in all official or working languages, taking account of the local language(s) of the beneficiaries.	The Organization takes the effort of delivering its services in a language useful to its customers whenever possible.
	36	As a matter of policy, the legislative bodies of the organizations of the United Nations system should endorse, including through budgetary channels, the arrangements required to ensure effective compliance in delivering the organizations' core work in all official and working languages.	The Organization's core work is delivered in all official languages. Interpretation is provided in all official languages for Executive Council and General Assembly sessions. Translation of all relevant documents is also provided for these other meetings, in addition to servicing a multilingual website.

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REP/2011/5	37	Executive heads of United Nations system organizations that have not yet developed stand-alone accountability frameworks should do so as a matter of priority inspired by the benchmarks contained in this report.	UNWTO Secretariat has established a clear chart of delegation of authorities from the Secretary-General to executive managers.
	38	The legislative bodies of United Nations system organizations, which have not yet done so, should take decisions based on a results-based management approach and ensure that the necessary resources are allocated to implement the organizations' strategic plans and results-based management.	Since 2007 and the creation of a special high level position for Programme and Coordination, the UNWTO Secretariat has been progressively implementing RBM criteria in the preparation, draft, implementation and reporting of its programme of work.
	39	Executive heads should incorporate evaluation, including self-evaluation results, in their annual reporting to legislative bodies.	Reports on activities implemented by the Secretariat include specifically evaluation of results achieved.
	40	Executive heads of organizations which have not yet done so should inform their staff members on his/her decisions on disciplinary measures imposed on staff by publishing lists (in annexes to the annual reports and on a website) describing the offence and measures taken while ensuring anonymity of the staff member concerned.	Due to the small size of the Secretariat, implementation of such recommendation would create serious grievances.
	41	Executive heads should instruct their human resources divisions to put mechanisms in place for recognizing outstanding performance by developing creative ways and means to motivate staff through awards, rewards, and other incentives.	UNWTO applies ICSC standards and staff regulations in these matters.
	42	The Executive heads should develop and implement an information disclosure policy to heighten transparency and accountability in their respective organizations as a matter of urgency in the event that they have not already done so and report to the legislative bodies accordingly.	The Organization is implementing an ethics function. Other checks and balances, such as reports from the Staff Association to Governing Bodies are also in place.
	43	The General Assembly and other legislative bodies should request their executive heads to undertake a follow-up evaluation on the implementation of the relevant accountability frameworks/systems for their consideration in 2015.	Regular reports on administrative, financial, HR and other statutory matters are reviewed by the Governing Bodies.
REP/2011/6	44	The Executive Heads of the United Nations system organizations who have not done so yet should develop business continuity policy/strategy, including the assignment of business continuity management with responsibility for implementation, to be submitted for information to the legislative bodies.	A system of alternate official for every key function within the Secretariat is in place.
	45	Executive Heads should place business continuity management in the office of the executive head or the executive officer for management.	The above-mentioned system includes business continuity mechanisms at executive level.
	46	The Executive Heads of the United Nations system organizations who have not done so yet should develop and approve a documented business continuity plan based on a risk assessment, identified critical functions and recovery time objectives.	In addition to HR contingency plans, a disaster recovery system for information is in place.

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	47	Executive Heads should ensure that the scope of business continuity plans of the United Nations system organizations includes their field offices. Overseeing and control mechanisms should be in place to ensure the coherence and interoperability of the business continuity plan with the headquarters and the United Nations country team, where appropriate.	N/A
	48	The Secretary-General should ensure that the Resident Coordinators oversee business continuity preparedness of the United Nations organizations present in their duty station with a view to enhance knowledge sharing and identify possible areas of cooperation and complementarity.	N/A
	49	Executive Heads should ensure that business continuity planning and implementation form part of accountability and performance evaluation of line managers.	Organization skills are within those evaluated on Managers.
	50	Legislative bodies of the United Nations organizations should, on the basis of the executive heads' budget proposals, provide the necessary financial and human resources for the implementation, continuous monitoring, maintenance and updating of the approved business continuity plans developed on the basis of the organization's BC policy/strategy.	The situation on resources of the Organization does not enable funding of such kind of measures, however desirable.
	51	Executive Heads should ensure that business continuity training be incorporated in the career and staff development courses, including induction training, and that periodic training be provided to critical staff in the organizations as an integral component of business continuity management.	Information related to points 44 and 45 are routinely explained to new recruits.
	52	The Secretary-General, in his capacity as the Chairman of CEB, should direct that business continuity issues be put on the agenda in the harmonization of business processes of the framework of HLCM/CEB with the aim to develop and approve maturity models for business continuity preparedness, business continuity plan templates, and good practice guidelines designed for the United Nations organizations.	N/A
2011/7	53	Executive heads who have not yet done so should direct that all investigations be consolidated in the internal oversight entity of each organization. Requisite resources (human and financial) should be provided for the effective discharge of the investigation function on the basis of the recommendations of the organization's audit/oversight committees.	UNWTO's Internal Oversight Charter includes investigation function.

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	54	Executive heads of United Nations system organizations should ensure that investigation staff are selected in accordance with staff regulations and rules, on the basis of merit, professional investigator qualifications and experience as the main selection criteria. These staff should be selected independently of management and administrative influence, so as to ensure fairness and transparency, increased effectiveness and independence of the investigative function.	No internal staff for this function. If required, services would be outsourced.
	55	Executive heads should discontinue mobility for investigators within the same organization and encourage the transfer and/or secondment of investigative staff to the investigative services of other United Nations system organizations.	see reply to 54
	56	The legislative bodies of United Nations system organizations which have not yet done so should direct their executive heads to ensure that internal oversight entities or investigation units are authorized to initiate investigations without the executive head's prior approval.	see reply to 54
	57	The Conference of International Investigators should establish a United Nations system sub-group, similar to that of UN-RIAS.	N/A
	58	The legislative bodies of United Nations system organizations should review the adequacy of resources and staffing of the investigation function on the basis of the recommendations of the respective audit/oversight committees either annually or biennially depending on the organizations' budget cycle.	Resources of the Organization are decided in view of the programme of work and budget proposal. Resources in real terms have been decreasing for the last five years.
	59	Executive heads should designate a central focal point to monitor the implementation and follow-through of all investigation reports within their organizations.	The Office of the Secretary-General coordinates any such work, as appropriate.
	60	The Secretary-General, under the auspices of CEB, should set up an inter-agency task force that will develop options for establishing a single consolidated United Nations system Investigation Unit by the end of December 2013 for presentation to the legislative bodies.	N/A
2011/8	61	The Director-General should create a dedicated and broadened change management group to be responsible for the change management process. It should be led by a full-time senior change management focal point who would drive the process within a two-year time frame.	The UNWTO has a specific approach to change management through its white paper and internal task force for implementation.
	62	The Director-General should issue a DG/Note clarifying further the mandates and responsibilities of the existing management structures and their interaction with the senior management committees as part of the delegation of authority.	N/A

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	63	The General Conference and the Executive Board should ensure that decisions regarding the field architecture and field deployment are fully in line with the conclusions of the debate on strategic focus and future priorities of the Organization.	N/A
	64	The Director-General should present to the Executive Board and the General Conference (at the 37th session) a comprehensive report on all network components and take appropriate measures for their evaluation at least every four years.	N/A
	65	The Director-General should ensure full compliance with human resources rules and procedures and consistency in their enforcement across the Organization.	N/A
	66	With due regard to financial implications and operational requirements, the Director-General should set up a Mobility Review Committee to accelerate the implementation of the mobility policy of International Professionals and explore modalities for the functional mobility of other categories of staff.	N/A
	67	The Director-General should implement a new system of managing individual performance, including for senior officials, by, inter alia, including a 360-degree feedback mechanism as an annual exercise, no later than 2013.	N/A
	68	The General Conference, at its 37th session, should adopt a new Medium-Term Strategy which clearly defines the Organization's focus, its priorities and expected results.	N/A
2011/9	69	The executive heads of the United Nations system organizations should ensure that the ICT governance committee, or equivalent, is composed of the most senior business managers representing all major services of the organization, and chaired by an executive manager, preferably at the level of deputy head of the organization or equivalent.	ICT implementation is under the responsibility of the Director, Administration and Finance and supervised by the Secretary General and the SMT.
	70	The executive heads of the United Nations system organizations should ensure that the ICT governance committee, or equivalent, is convened regularly with the fullest possible participation of its members, adequate documentation is provided in a timely manner and meeting records are kept, so as to make full use of the committee's work and function.	see reply to 69
	71	The executive heads of the United Nations system organizations should ensure that the function and performance of the ICT governance committee, or equivalent, is reviewed and evaluated regularly, but not less than every three years, so as to ensure its effectiveness and facilitate improvement.	Implementation of ICT programs is reviewed annually.
	72	The executive heads of the United Nations system organizations should ensure that the Chief Information Officer (CIO), or equivalent, should be placed at an appropriate senior level with overall responsibilities and authority, and have access to executive management.	The Head of ICT and the Head of Communication programs have full access to Senior Management, as required.

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	73	The executive heads of the United Nations system organizations should ensure that corporate ICT strategies are prepared, endorsed and periodically reviewed and updated, in order to ensure that they are closely aligned to the organization's business needs and priorities and yield value for their ICT investment.	ICT programme of work is periodically reassessed to ensure alignment with organizational priorities.
	74	The legislative bodies of the United Nations system organizations should request the executive heads to present the corporate ICT strategies to Member States for their information and support.	ICT annual reporting to the Executive Council is being introduced as standard practice.
	75	The executive heads of the United Nations system organizations should make sure that their ICT strategies are closely aligned to the organization's medium- and long-term strategic plans or equivalent, so as to ensure that ICT sustains and supports the organization's business needs and mandates.	ICT strategies are designed in light of the organization's needs.
	76	The executive heads of the United Nations system organizations should establish monitoring mechanisms for the implementation of their ICT strategies, ensuring that the ICT strategy and its implementation roadmap, deliverables and performance indicators are continuously monitored and regularly reported on to the ICT governance committee, or equivalent.	see reply to 74
	77	The executive heads of the United Nations system organizations should strengthen their efforts in keeping track of the ICT costs in their organizations, including the total annual recurring and ad hoc ICT costs, as well as details on the main cost elements.	ICT allotments are carefully managed in view of cost impact of implementing ICT solutions.
	78	The executive heads of the United Nations system organization should ensure that post-implementation reviews of major ICT investments and projects are conducted in line with the organization's ICT investment methodologies and policies.	Assessment of systems performance is regularly monitored to confirm adequate services.
	79	The Secretary-General, in his capacity as Chairman of the CEB, should streamline the CEB ICT Network by identifying and focusing on common ICT issues, and providing clear guidance to the network in order to improve cooperation and coordination among the United Nations system organizations.	N/A
2011/10	80	The Secretary-General should provide all Member States with the reports of all forthcoming SMC sessions, including their annexes and should further facilitate the arrangement of an informal meeting on an annual basis for the SMC President to present to the Member States the report of each session, including reporting on the status of the implementation of agreements reached in previous SMCC sessions.	Once every two years, staff representatives report directly to the Executive Council on staff issues and Staff Management Relations.

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	81	The Secretary-General and the Executive Heads of the separately administered organs and programmes, acknowledging the official status of Staff Representative Bodies and elected staff representatives, should facilitate their access to all available and necessary means of communication with the staff-at-large, as agreed in SMCC XXXII (2011).	Staff representatives have easy access to all necessary communications means with Senior Management as well as easy access to horizontal means of communication with staff-at-large (e.g. Intranet, town hall meetings facilities, etc.).
	82	Once an agreement has been reached in the SMC on fair and harmonized criteria for determining facilities and release for performing staff representation functions, the Secretary-General and the Executive Heads of the separately administered organs should issue revised administrative issuances in this regard; until then, ST/AI/293 and A/C.5/50/64, should be fully implemented and considered as minimal provisions.	In view of the Organization's limited size in staff numbers, staff representatives (including the Chair) are not released either fully or partially. Although staff representatives can rely on some financial support from the Organization (e.g. travel expenses to participate in FICSA Executive Council) and full support on flexible working hours, they have raised with Management the lack of resources available for the exclusive use of staff representatives.
	83	The Secretary-General and the Executive Heads of the separately administered organs and programmes should allot appropriate resources to their respective human resources units to develop (preferably jointly with staff representatives) and implement training activities on SMR-related issues and strongly encourage the participation of newly appointed managers and newly elected staff representatives in such training.	No formal SMR training is done by the Organization in view of its size.
	84	The General Assembly should request the Secretary-General to present to it for its approval, an appropriate staff regulation confirming the recognition of the right of the United Nations staff to collective bargaining as outlined in the annex of its resolution 128 (II). The Secretary-General and the Executive Heads of the separately administered organs and programmes should apply to the staff of their respective entities the standards and principles emerging from the relevant ILO instruments, particularly the Declaration on Fundamental Principles and Rights at Work (1998).	Staff regulations provide required SMR framework.
	85	The Secretary-General and the Executive Heads of the separately administered organs and programmes should ensure to the Staff Representative Bodies of their respective entities an easy and frequent access to all appropriate levels of management, including at the highest level, through both formal and informal channels.	Senior Management has an open-door policy regarding communications with staff representatives.

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2011/11	86	The Secretary-General, as Chairman of the United Nations System Chief Executives Board for Coordination (CEB), in consultation with the executive heads of relevant United Nations system organizations involved in mine action, should appoint a focal point for victim assistance within the United Nations system. This entity should place particular emphasis on integrating victim assistance into national health systems when feasible, while considering the broader work, capacity-building and the international normative framework related to the rights of persons with disabilities and the role of the Inter-Agency Support Group on the Convention on the Rights of Persons with Disabilities.	UNWTO is not involved in mine action, however its programme of work does include activities related to disability and tourism.
	87	In the context of the preparation of the new strategy, the Secretary-General should establish a global baseline of reliable data while building on ongoing efforts, which should facilitate the systematic monitoring of progress and the final evaluation of actual results achieved towards the strategic objectives.	N/A
	88	The Secretary-General, as Chairman of the CEB and in consultation with the executive heads of relevant United Nations system organizations involved in mine action, should initiate a transparent and inclusive process aimed at clarifying the terms of reference of UNMAS as well as the tasks and mandates of other actors, with a view to positioning UNMAS as the main mine action policy and coordinating entity in addition to its role as a focal point for United Nations mine action, while recognizing its operational role in specific contexts, such as emergency responses, peacekeeping and support to special political missions.	N/A
	89	UNMAS, in its role as the focal point for mine action, should develop relevant training materials to strengthen the staff capacity, in particular for the common induction of new staff joining any of the United Nations funds, programmes and/or specialized agencies involved in activities related to mine action, paying particular attention to the important role played by non-United Nations entities.	N/A
	90	UNMAS, in consultation with the IACG-MA, should develop an evaluation strategy establishing the framework for all types of evaluations, internal or external, including criteria for the systematic evaluation of the Strategy as well as of field activities when relevant.	N/A
	91	The Secretary-General should revise the terms of reference of the Voluntary Trust Fund for Assistance in Mine Action, taking into account recent United Nations trust-fund reform efforts, relevant institutional changes and lessons learned from the experience with multi-donor trust funds, with a view to ensuring a more inclusive, transparent and independent governance of the Fund as well as to making its management more efficient and effective.	N/A

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	92	The General Assembly should request the Secretary-General to report on the implementation of the recommendations contained in the present report at its sixty-eighth session.	N/A
NOTE/2011/1	93	Executive heads should assess and identify the importance of the procurement function for organizational activities at their respective organizations, position this function appropriately in the managerial hierarchy and provide the required human resources for procurement activities based on an analysis of volume, complexity and workload involved.	Specific procurement function and dedicated resources have been established in 2010.
	94	Executive heads should develop a procurement training policy based on the assessment of the competencies needed in procurement, with a view to ensuring that staff dealing with procurement are well trained and provide highly professional services.	The legal and contracts coordinator is providing training on demand.
	95	Executive heads should ensure that the procurement process, contract management and data collection capabilities are integrated into the information systems of their organizations.	Appropriate procurement circuit is being designed in accordance to draft procurement manual.
	96	Executive heads should develop and maintain a dynamic procurement strategy based on the comprehensive analysis of procurement spend with a view to ensuring the achievement of optimum effectiveness and efficiency for all procurement activities in their organizations.	In view of volume of procurement expenses this is not seen as a priority by the UNWTO.
	97	Executive heads should regularly review the performance of LTAs and try to maximize their use by collecting and analysing relevant statistics and seeking more standardization and demand aggregation in the procurement of goods and services.	LTAs are being introduced at the UNWTO.
	98	Executive heads, as part of their strategy development, should use techniques such as low/high-risk and low/high-value matrices to identify areas where procurement resources can have the most impact, with a view to ensuring that these areas get adequate attention.	Size of the UNWTO seems not to warrant such approach.
	99	Executive heads should integrate risk management into the procurement process. This should include the operation of procurement units, analysis of procurement activities and the implementation of individual procurements.	Draft procurement manual determines thresholds as basic risk management mechanism.
	100	Executive heads should, with the guidance of governing bodies, develop and gradually implement environmentally responsible procurement policies and guidelines in compliance with the principle of competition and with all due respect for the access of developing countries and countries in transition to procurement.	Draft procurement manual in line with UN standards is being developed.

Report	No.	Text of the Recommendation	Current status in UNWTO
	101	Executive heads should review the social aspect of their procurement policy and practices with a view to ensuring that their policy includes all important social elements, and that guidelines are provided for effective implementation.	see reply to 100
	102	Executive heads should pursue proactive and pragmatic policies to increase procurement from developing countries and countries with economies in transition. This should include, inter alia, a clear definition of relevant data, the introduction of selective incentives, the use of multiple languages and the sensitization of staff.	UNWTO strives to obtain the best value for money on its resources.
	103	Executive heads should review their ethics policies and practices on procurement with a view to aligning them with best practices.	Ethics function is being introduced by the UNWTO.
	104	Executive heads should adopt a vendor sanction policy as a matter of priority so as to enhance transparency and accountability in procurement activities.	Vendors may be subject to sanctions in accordance to contractual obligations, and kept on UNWTO's files.
	105	Executive heads should develop a formal mechanism to review vendor complaints in order to enhance objectivity, fairness, transparency and consistency in the procurement process.	Call for tenders provide for complaint mechanisms.
	106	Executive heads should ensure that their organizations have in place proper procurement monitoring and performance-evaluation mechanisms.	UNWTO's limited track record does not enable sufficient perspective for such actions.
	107	Executive heads should ensure that there is regular internal (to senior management) and external (to governing bodies) reporting with respect to procurement activities.	Procurement actions are posted in the website.
	108	Executive heads should ensure the development and implementation of knowledge mechanisms to identify, share and disseminate lessons learned and best practices in procurement activities across their organizations.	The small size of the organization enables informal exchanges of information.
	109	CEB, through the HLCM Procurement Network, should proactively identify, initiate and maximize the development of collaborative procurements among the organizations with a view to leveraging the total buying power of the United Nations system. To this end, the Procurement Network should have a regular agenda item on discussing and identifying further opportunities.	UNWTO is already using CFTs done by other Agencies.
	110	CEB, through the HLCM Procurement Network, should regularly assess the use of collaborative procurement methods with a view to measuring progress, sharing good practices and improving contractual terms. To this end, the Procurement Network should collect and publish relevant statistics.	N/A