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Administrative and statutory matters

(e) Report of the Joint Inspection Unit (JIU) in 2014 in the context of the White Paper

I. Introduction

1. The Joint Inspection Unit of the United Nations (JIU) is a body of the UN Secretariat created in 1966 with the mandate to provide an independent view through inspection and evaluation, aimed at improving management and methods and at achieving greater coordination between organizations (ref. JIU Statute, Article 5.2).

2. The UNWTO, as a participant in the UN system, has the mandate to review JIU reports and to submit them to its Governing Bodies. Since 2012 and to that effect, reports have been issued to the 94th, 96th and 99th sessions of the Executive Council: [CE/94/3\(II\)\(b\)](#), [CE/96/2\(g\)](#), and [CE/99/5\(e\)](#).

3. Likewise, as JIU reports and recommendations concern administrative and management practices of the Organization, the Executive Council has decided that recommendations to be implemented are to be done in the context of the implementation of the White Paper, which is the main vehicle adopted for reform of the Organization.

II. JIU reports and notes issued in 2014

4. The titles of 2014 reports and notes and corresponding links to JIU's website are:

- (a) [JIU/REP/2014/1](#): "An analysis of the resource mobilization function within the United Nations system"
- (b) [JIU/REP/2014/2](#): "Review of management and administration in the World Intellectual Property Organization (WIPO)"
- (c) [JIU/REP/2014/3](#): "Capital/refurbishment/construction projects across the United Nations system organizations"
- (d) [JIU/REP/2014/4](#): "Review of environmental governance within the United Nations system".



- (e) [JIU/REP/2014/5](#): "Follow-up inspection to the 2009 review of management and administration in the World Tourism Organization".
- (f) [JIU/REP/2014/6](#): "Analysis of the evaluation function in the United Nations system".
- (g) [JIU/REP/2014/7](#): "Review of management and administration of the office of the United Nations High Commissioner for Human Rights".
- (h) [JIU/REP/2014/8](#): "Use of non-staff personnel and related contractual modalities in the United Nations system Organizations".
- (i) [JIU/REP/2014/9](#): "Contract management and administration in the United Nations system"
- (j) [JIU/NOTE/2014/1](#): "Use of retirees and staff retained beyond the mandatory age of separation at United Nations organizations"

5. The JIU issued nine reports and one note in 2014, producing a total of 94 recommendations, of which forty-six are relevant to the UNWTO. This total includes, however, recommendations from the report on the Management and Administration Review of the UNWTO which are being handled through document CE/101/2(f). Once these recommendations are deducted the JIU has produced 77 recommendations in 2014 of which 29 the JIU considers are of relevance to UNWTO. The annex to this document presents recommendations issued in 2014, their status in the UNWTO, and for those relevant, their proposed actions and corresponding reporting to the JIU. This analysis indicates that out of 77 recommendations 43 are either non-relevant or not applicable; 2 of them are under consideration; 6 are not acceptable and 26 are accepted, of which 15 have already been implemented, 6 are in progress and 5 pending.

III. Actions to be taken by the Executive Council

6. The Executive Council is invited:
- (a) To take note of the reports and notes issued by the Joint Inspection Unit in 2014 referenced in this document and to thank the Unit for its insights;
 - (b) To reconfirm decision CE/DEC/7(XCIV) approving the White Paper Implementation Plan as the main instrument to drive the reform process at the UNWTO;
 - (c) To welcome the constructive approach started by the JIU in 2013 in relation to their differentiating recommendations addressed to smaller agencies into recommendations for information and recommendations for action according to their relevance to these agencies;
 - (d) To take note of the relevant recommendations presented by the JIU reports and notes in 2014; and
 - (e) To approve the actions to be taken on each one of them, as proposed in the annex and to request the Secretary-General to report accordingly to the JIU on them.

Annex I. JIU/REP/2014/1: An analysis of the resource mobilization function within the United Nations System

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	The legislative bodies of the United Nations system organizations should periodically review the resource mobilization strategy/policy, including by providing political guidance and oversight of the implementation of the resource mobilization strategy/policy and by ensuring monitoring and the review of regular updates.	Policies on Resource Mobilization are being developed as per CE/101/2(f)	Develop policy and submit to Governing Bodies for approval	not relevant
2	The General Assembly of the United Nations and the legislative bodies of the United Nations system organizations should request member States, when providing specified contributions, to make them predictable, long-term and in line with the core mandate and priorities of the organizations.	Policies on Resource Mobilization are being developed as per CE/101/2(f)	Develop policy and submit to Governing Bodies for approval	not relevant
3	The executive heads of the United Nations system organizations should put in place clearly identifiable structures and arrangements, as applicable, with primary responsibility for resource mobilization, for the systematic implementation and coordination of the resource mobilization strategy/policy, monitoring and regular updates.	Policies on Resource Mobilization are being developed as per CE/101/2(f)	Develop policy and submit to Governing Bodies for approval	not relevant
4	The executive heads of the United Nations system organizations should put in place, if they have not already done so, risk management and due diligence processes for resource mobilization; this should include, inter alia, ensuring that due diligence is not performed by the same individuals responsible for fundraising.	Policies on Resource Mobilization are being developed as per CE/101/2(f)	Develop policy and submit to Governing Bodies for approval	not relevant
5	The executive heads of the United Nations system organizations should organize dialogues with their respective donors to agree upon common reporting requirements which would simplify the reporting process for the respective organizations and satisfy the information needs of the donors with a view to reducing the reporting burden and associated costs.	Policies on Resource Mobilization are being developed as per CE/101/2(f)	Develop policy and submit to Governing Bodies for approval	not relevant

JIU/REP/2014/2: Review of management and administration in the World Intellectual Property Organization (WIPO)

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
6	The WIPO General Assembly should review the WIPO governance framework as well as current practices with a view to strengthen the capacity of the governing bodies to guide and monitor the work of the organization. In doing so, Member States may wish to consider in their deliberations the options suggested in this report.	n.a.	n.a.	not relevant
7	The Director General should ensure that clear and updated terms of reference are made available for all WIPO organizational units and include them in relevant Office Instructions, in particular each time an internal re-organization is carried out.	n.a.	n.a.	not relevant
8	The Director General should issue comprehensive terms of reference for the management committees by the end of 2014 and circulate them to the relevant WIPO governing bodies.	n.a.	n.a.	not relevant
9	The Director General should request the Internal Audit and Oversight Division to include in its workplan a series of evaluations of the Strategic Realignment Program (SRP) initiatives and their results to capture lessons learned, thus supporting WIPO management during the next phases of the reform process of the organization.	n.a.	n.a.	not relevant
10	The Director General should finalize, by the end of 2015, and regularly update the WIPO Risk Policy and all the elements of a comprehensive risk management framework.	n.a.	n.a.	not relevant
11	The Coordination Committee should revisit the present principles concerning geographical distribution in order to ensure broader geographical diversity within the WIPO professional workforce.	n.a.	n.a.	not relevant
12	Based on guidance provided by the Coordination Committee, the Director General should establish, by the end of 2015, a Plan of Action with specific measures and targets to broaden the geographical diversity within the professional workforce and report annually on its implementation.	n.a.	n.a.	not relevant

13	The Director General should finalize the WIPO Gender Policy by the end of 2014, ensuring that it contains specific measures and targets to improve gender balance, in particular at senior management level, and report annually on its implementation.	n.a.	n.a.	not relevant
14	The Director General should further formalize WIPO's Information and Communication Technology (ICT) Strategy and present it to the General Assembly by the end of 2014	n.a.	n.a.	not relevant
15	The Director General should finalize a comprehensive Knowledge Management Strategy and present it to the General Assembly by the end of 2015.	n.a.	n.a.	not relevant

JIU/REP/2014/3: Capital/refurbishment/construction projects across the United Nations System Organizations

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
16	The executive heads of the United Nations system organizations should establish close monitoring and periodic reporting mechanisms for capital/refurbishment/construction projects throughout all project phases.	n.a.	n.a.	not relevant
17	Taking into account the high cost and high risk of capital/refurbishment/construction projects, the legislative/governing bodies of the United Nations system organizations should exercise their monitoring and oversight role with regard to their respective projects on an ongoing basis, including during the pre-planning, planning, executing and completing phases, ensuring cost efficiency and the achievement of the overall goals of the projects.	n.a.	n.a.	not relevant
18	The Secretary-General, in his capacity as the Chair of the CEB, should request the Chair of the CEB-HLCM to establish a working group on facilities management that emphasizes issues related to capital/refurbishment/construction projects.	n.a.	n.a.	not relevant
19	The executive heads of the United Nations system organizations should ensure that the 19 best practices presented in the present review are followed when undertaking capital/refurbishment/construction projects.	n.a.	n.a.	not relevant

JIU/REP/2014/4: Post-Rio+20 review of environmental governance within the United Nations System

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
20	The United Nations Environment Assembly (UNEA) of UNEP should request the Executive Director of UNEP to present a biennial report on normative and operational environment-related activities performed by the United Nations system organizations, collecting data from each of them as well as from the multilateral environmental agreements (MEAs), to assist Member States in defining United Nations system-wide strategies on the environment as a pillar of sustainable development as well as a common understanding of the division of labour among the organizations.	n.a.	n.a.	not relevant
21	The Executive Director of UNEP should provide the UNEA, in the follow-up report to GEO-5, with a global environmental assessment of nuclear energy and nuclear radiation, drawing upon the work of the United Nations Scientific Committee on the Effects of Atomic Radiation as well as support by the IAEA and other United Nations system entities concerned.	n.a.	n.a.	not relevant
22	In the implementation of Governing Council decision 27/2 (2013), operative paragraph 8, the UNEA should request the Executive Director of UNEP to prepare and submit to Member States an environmental assessment of nuclear energy and nuclear radiation in the context of sustainable development and poverty eradication	n.a.	n.a.	not relevant
23	The Executive Director of UNEP should ensure that the Office of the Chief Scientist oversees the quality of project proposals for the Environment Fund, as well as within the Scientific and Technical Advisory Panel for GEF projects, and that resources are allocated to that Office so as to enable UNEP to fulfil its role of promoting a strong science-policy interface to provide overarching system-wide guidance on the environment.	n.a.	n.a.	not relevant
24	The Secretary-General as the Chair of CEB should prepare where necessary, under the appropriate guidance of the General Assembly, a common policy and related guidelines to prevent the conflict of interest of any members and experts participating in technical and scientific panels and committees in the field of environment, to be followed by all United Nations system organizations and by multilateral environmental agreements.	UNWTO follows ICSC's standards of conduct and conflict of interest is requested it be disclosed to the ethics officer	adopt CEB guidelines on conflict of interest when available	accepted, pending implementation

25	The General Assembly should delegate to the UNEA the authority to consider the annual reports of the Rio Conventions that it receives through the Secretary-General together with the report on the work of the Environment Management Group in order to activate the agreed regular review by the governing body of UNEP of the effectiveness of MEAs in accordance with the Cartagena Package contained in its decision SS.VII/1.	n.a.	n.a.	not relevant
26	The UNEA should request the Executive Director of UNEP, as Chair of the EMG, to task the EMG to systematically assemble and update norms, standards and guidelines related to in-house environmental management systems, and to develop common guidelines for the delivery of environment-related activities by the United Nations system organizations.	n.a.	n.a.	not relevant
27	The Executive Director of UNEP, as Chair of the EMG and in consultation with CEB, should urge the executive heads of member organizations of the EMG to: (a) Improve, through peer review in the EMG, the measurement and reporting of the environmental practices and expenditures of their organizations based on environmental management accounting (EMA) guidelines so as to better disclose financial and environmental decisions; and (b) Promote capacity-building and dedicate resources within the United Nations system to ensure the implementation of EMA guidelines to further operationalize the System of Environmental-Economic Accounting in developing countries in cooperation with the United Nations Statistical Commission.	n.a.	n.a.	not relevant
28	The Executive Director of UNEP, as Chair of the EMG, should submit a biennial progress report to the UNEA on the development and mainstreaming, as well as the application, of environmental norms and standards, both for in-house management and for environment-related activities delivered by the United Nations system organizations.	n.a.	n.a.	not relevant
29	The Secretary-General, drawing upon inter-agency work in CEB and the EMG and taking into account the expertise developed by OECD/DAC, should update the definition of the CEB sector programme classification relevant to environment-related normative and operational activities, in a manner compatible with the use of environmental management accounting.	n.a.	n.a.	not relevant

30	The Secretary-General, after consultation with the executive heads of member organizations of CEB in his capacity as its Chair, should submit to the UNEA of UNEP and the high-level political forum on sustainable development, for approval, proposals for a system-wide framework of measuring and monitoring resources required for the implementation of environment protection and sustainable development within the United Nations system organizations.	UNWTO is part of the mechanisms established by the CEB for environmental protection and sustainable development. It needs to be kept in mind the small amount of resources available to the UNWTO	adopt CEB framework with due consideration to resources required for its implementation	accepted, pending implementation
31	The executive heads of the United Nations system organizations involved in country activities in the UNDAF should: (a) Adopt outreach and training policy; support the establishment of capacity-building in the United Nations country team; and disseminate the UNDG guidance notes on mainstreaming environmental sustainability and the integration of the three dimensions of sustainable development into the UNDAF process; and (b) Support the operationalization of the above-mentioned policy and the attendant expertise within the framework of the United Nations country team with the effective participation and contribution of specialists and experts of UNEP and MEAs, when feasible, as well as with the active use of sector experts of specialized agencies, funds and programmes, who have environmental knowledge and expertise working under the guidance of the Resident Coordinator.	UNWTO is open to participating in UNDAF activities, however as Headquarters-based agency and with a very narrow resource base, measures proposed in this recommendation exceed UNWTO's capacity	n.a.	not applicable
32	The Executive Director of UNEP, as the Chair of the EMG, should ensure that the EMG develop evaluation policy and standards and guidelines specific to the environmental field to promote environmental and social sustainability that would provide the United Nations Environment Assembly with robust and relevant internal and external system-wide evaluations of environmental activities of the organizations with a view to assisting the high-level political forum on sustainable development in strengthening the institutional framework for sustainable development. Such policy and standards and guidelines should take into account progress made in the formulation of the United Nations system-wide strategies on the environment called for in para. 88 (c) in "The future we want" (General Assembly resolution 66/288, annex).	n.a.	n.a.	not relevant

JIU/REP/2014/5: Follow-up inspection to the 2009 review of management and administration in the World Tourism Organization

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
33	The UNWTO General Assembly should provide the required resources to permit the use of Chinese language as an official language of the Organization in accordance with UNWTO General Assembly resolution 521 (XVII)	Implementation requires entry into force of the amendment to article 38 of the Statutes. This amendment has not yet received ratified by two thirds of the Members and is therefore not enforceable	(i) Remind Members who have not yet ratified amendment of the Statutes to do so, (ii) seek voluntary contributions to enable interim implementation of the recommendation	accepted, in progress
34	The UNWTO General Assembly should in-source the internal audit, inspection, evaluation, investigation and monitoring functions to any other organization in the United Nations system that has the capacity to respond	No formal oversight unit exists. Some functions partially discharged in-house. Gap analysis of Internal Control systems being prepared	Linked to the introduction of an Internal Control System beyond UNWTO's regulatory requirements	not accepted
35	The Secretary General should develop modalities of cooperation with the respective foundations and offices and submit them to the 2011 UNWTO General Assembly for consideration and approval, together with the outcome of the mentioned JIU investigation on the subject	No JIU investigation was ever carried out. See actions 42 and 43 of A/20/5(l)(e). Reform of relations with entities on track	New arrangements are being developed for Nara, Bonn, Themis and STEP. Other entities have become non-controlled.	accepted, in progress
36	The Secretary General should elaborate a detailed phased work plan, including necessary resources, for the implementation of IPSAS and submit it to the General Assembly for approval	JIU considers this recommendation as implemented by the Secretariat. Nevertheless, points out work on IPSAS is still ongoing	Continue with implementation of new financial system	accepted, implemented

37	The Secretary General should ensure that written summary records/minutes of the governing body meetings are duly produced	By decision of the Governing Bodies, summary records were discontinued. Nevertheless, each governing body meeting has a report with the decisions taken and fully discussed prior to its adoption. Further, audio tapes of meetings are kept.	use technologically efficient systems: electronic records of Governing Bodies discussions to be kept by the Secretariat	partially accepted
38	The practice of appointing the Executive Director of Affiliate Members by a single Member State should be discontinued. The position may be financed from extra-budgetary resources, but the selection process has to be done according to an open, competitive and transparent recruitment process. The Inspector recommends that the earliest opportunity be found for a renegotiation of the issue with the host country and that the cost of that post be reasonably shared by all members states in the interest of compliance with the principle of equal rights and equal duties for full members.	The Program Director of Affiliate Members is under a non-staff contract paid through a voluntary contribution of a Member. The SG chooses amongst several candidates	expand Secretary General's choice of candidates from Member financing the Fund-in-Trust	partially accepted
39	The UNWTO General Assembly should endorse the results-based management (RBM) framework developed by the JIU and request the Secretariat to use it in the implementation of RBM. The Secretary-General, making use of the results based benchmarks and framework developed by the JIU, should present to the Programme and Budget Committee in 2015 a report demonstrating how, within its particular constraints in terms of size and resources, the Secretariat has moved towards the implementation of the results-based management (RBM).	The Secretariat prepares a results-based program of work, as the foundation to its program and budget and recurrently reports on its implementation. Present report to the PBC in 2015 on the status of implementation of RBM.	(i) Members could assess information gaps required in the program of work and its implementation (ii) new approaches to formulating, implementing and reporting/evaluating the program of work could be explored	partially accepted
40	The Secretary General should develop a rule defining the exceptional circumstances under which the extension of contracts over the age of retirement could be granted	As a general rule, staff leaves on the planned retirement date. Exceptional extensions of up to two years of highly qualified staff have been made fully in compliance with staff regulation 28	Secretary General to report to the Executive Council extensions beyond retirement age other than for securing overlap with new incumbent	partially accepted

41	The UNWTO General Assembly should modify the Statutes of the Organization in order to provide for the selection of a single external auditor with a specified term limitation as well as country rotation	Statutes (art 26.1) indicate there shall be two auditors. In 2013 three auditors were appointed by the GA (A/RES/627(XX)) up to 2015	Propose GA to modify statutes of UNWTO to reduce to one external auditor. Prioritize auditors' mandate in view of resources. Separate auditors' mandate in Financial regulations until amendment were ratified	Accepted, implementation pending
42	It is suggested that the Secretary General review the functions, staffing (with status and grades), costs (gross and net from any compensation of services with the UN Women Fund) of the UNWTO New York Liaison Office and submit a report thereupon to the Executive Council (item newly raised)	n.a.	The Secretariat to prepare a report on the functions, staffing and costs of UNWTO's liaison office	accepted, in progress
43	The Inspector suggests that the Secretary General submit to the General Assembly a draft UNWTO accountability framework, taking into account similar successful initiatives carried out within the United Nations system (item newly raised)	n.a.	Linked to the introduction of an Internal Control System beyond UNWTO's regulatory requirements	not accepted
44	The Inspector invites the UNWTO to take advantage of the benefits of ERM as indicated in the box 2 of the JIU/REP/2010/4 "Review of Enterprise Risk Management in the United Nations System: Benchmarking Framework" and the benchmarks for successful ERM implementation contained in box 1 of the same report (item newly raised)	n.a.	Linked to the introduction of an Internal Control System beyond UNWTO's regulatory requirements	not accepted
45	The Secretary General could, in the context of the appointment of the EDs, formulate and publish formal job descriptions and inform the UNWTO governing bodies on measures to enhance the transparency of their grade, selection and appointment process (item newly raised)	The Secretary General informs the Executive Council of the structure of the Secretariat and of his choice and terms of EDs	Job descriptions for Executive Directors to be prepared and Executive Council informed of Secretary General's choices	Partially accepted
46	The Inspector is of the view that the Secretary General could take measures to improve the gender balance at the senior grade level (item newly raised)	5 of the 18 staff at grades P5 and above are female	Vacancies at senior levels provide opportunities to improve gender balance	accepted, in progress
47	The Inspector suggests that the Organization request selected Affiliate Members (if they are so inclined) to deliver training on tourism related topics for its staff at no cost (item newly raised)	n.a.	Costs of implementation may exceed benefits	not accepted

48	The Secretary General could draft, in consultation with the UNWTO Staff Association, a policy and relevant staff rules on flexible working arrangements within the Secretariat (item newly raised)	The Secretariat has incorporated over time a number of flexible working arrangement features	Costs of implementation may exceed benefits	not accepted
49	It is suggested that this forthcoming report (by the JIU on non-staff) be used to review the employment of non-staff personnel in liaison with the Human Resources network of the CEB (item newly raised)	Currently the Secretariat has in addition to staff, employed collaborators, interns and officials on loan	new policies on non-staff employees are being prepared	accepted, in progress

JIU/REP/2014/6: Analysis of the evaluation function in the United Nations System

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
50	The executive heads of United Nations system organizations in which the central evaluation function is co-located and integrated with other oversight functions or integrated with the executive management functions should enhance the function and ensure its quality, integrity, visibility and added value.	No oversight function currently at UNWTO; Program and Coordination covers for conceptual verification of legal and budgetary commitments and for an evaluation of selected activities	n.a.	not relevant
51	The executive heads of United Nations system organizations should adopt a balanced approach in addressing the purpose of evaluation for accountability, and for the development of a learning organization that has the appropriate incentive systems for innovation, risk-taking and the use of multidisciplinary perspectives.	The Secretariat reports on the implementation of the program of work and budget to the Program and Budget Committee, Executive Council, Regional Commissions and General Assembly; in addition an annual report stating key achievements of the Organization for the year is being published since 2010; evaluation of key events done since 2008; technical missions evaluated from 2008-2010 and since 2010 replaced by back-to-office reports	The Secretariat will progressively continue introducing new evaluation tools above existing ones, taking into account costs-benefits of such tools	accepted, in progress

52	The legislative bodies should request the executive heads of United Nations system organizations to develop comprehensive budget frameworks and resource allocation plans for their respective evaluation functions, based on the cost of maintaining an effective and sustainable evaluation function that adds value to the organization. The plans should be submitted for consideration to the legislative bodies within existing budgetary and reporting mechanisms and processes.	UNWTO's budgetary restrictions do not enable the establishment of a differentiated evaluation function at the Secretariat; the evaluation function is currently discharged through Program and Coordination	n.a.	not accepted
53	The legislative bodies should direct the executive heads of United Nations system organizations to review and revise, as necessary, existing policies for the appointment of the heads of evaluation offices, in order to enhance independence, integrity, ethics, credibility and inclusion, with due regard to the following criteria: Term limits should be established for a single non-renewable term of office of between five and seven years, with no possibility for the incumbent of re-entry into the organization; The head of evaluation should have qualifications and substantial experience in evaluation, complemented by experience in the related fields of strategic planning, basic and operational research and knowledge management, and should have excellent management and leadership attributes.	UNWTO's budgetary restrictions do not enable the establishment of a differentiated evaluation function at the Secretariat; the evaluation function is currently discharged through Program and Coordination	n.a.	not accepted
54	The Secretary-General of the United Nations, in his capacity as chair of the United Nations System Chief Executives Board for Coordination (CEB), should request UNEG to collaborate in developing a robust and harmonized quality-assurance system for the evaluation function across the United Nations system.	n.a.	n.a.	not relevant

55	The executive heads of United Nations system organizations should make the use of evaluation an organizational priority based on a well-defined vision, strategy and results framework for the evaluation function, and report to their legislative bodies on the level, nature and impact of use of evaluation.	Survey on priorities is conducted in the preparation of the program of work and budget; for the 2012-2013 biennium such survey an evaluation of usefulness of operational programs of the Secretariat; back-to-office reports as well as evaluation of events are constantly used to improve the quality of the work; report on evaluation of events are included in the reports to the Council on the implementation of the program of work	n.a.	accepted, implemented
56	The executive heads of United Nations system organizations should request evaluation offices to reassess the policies, strategies and priorities of the evaluation function. They should strategically position the evaluation function in their respective organizations so as to enhance its relevance in enabling the United Nations system to address current changes and challenges, and to achieve impact and sustainability.	UNWTO's budgetary restrictions do not enable the establishment of a differentiated evaluation function at the Secretariat; the evaluation function is currently discharged through Program and Coordination	n.a.	not accepted
57	The Secretary-General, in his capacity as chair of the CEB, should initiate steps and support innovations for collaboration among United Nations system organizations and with other partners in strengthening national capacities for evaluation addressing accountability, learning, and knowledge development of both national and global value	n.a.	n.a.	not relevant

58	The executive heads of United Nations system organizations should develop the institutional framework and necessary support systems to enhance the quality and added value of decentralized evaluation and the role it could play in supporting the United Nations system to address emerging challenges, including those of the post-2015 development agenda, and to enhance coherence and alignments in evaluation within and across United Nations system organizations, and with national institutions.	UNWTO's budgetary restrictions do not enable the establishment of a differentiated evaluation function at the Secretariat; the evaluation function is currently discharged through Program and Coordination	n.a.	not accepted
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JIU/REP/2014/7: Review of management and administration of the office of the United Nations High Commissioner for Human Rights

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
59	The General Assembly should initiate an action-oriented review of the governance arrangements of OHCHR, through an open-ended working group or an open-ended ad hoc committee with a definite time frame and an agreed agenda, to review the governance framework and recommend measures for improvement so as to strengthen the capacity of Member States to provide strategic guidance and direct and monitor the work of OHCHR.	n.a.	n.a.	not relevant
60	The High Commissioner should establish/finalize, by the end of 2016, and regularly update thereafter, a risk management policy for OHCHR, comprising all the elements of a comprehensive risk management framework, and report annually to the governing bodies on its implementation.	n.a.	n.a.	not relevant
61	The High Commissioner should establish a working group, composed of the Senior Management Team and other senior staff as necessary, to review the OHCHR strategic planning process(es) in consultation with other relevant departments as necessary, and submit to the General Assembly, through the Secretary-General, the report of the working group, for its consideration by no later than the seventy-first session of the Assembly.	n.a.	n.a.	not relevant

62	The High Commissioner should update, by the end of 2015, the existing action plan with specific measures, targets and timetables to broaden the geographical diversity of the professional workforce, and continue to report annually to the Human Rights Council and to the General Assembly on its implementation.	n.a.	n.a.	not relevant
63	The High Commissioner should develop, by no later than the end of 2016, a comprehensive strategy and related action plan to adapt to the specific circumstances and requirements of OHCHR the Secretariat's human resources management strategy and policies; he/she should inform the governing bodies of the adoption of the strategy and action plan, update them regularly as necessary, and report to the governing bodies periodically on their implementation.	n.a.	n.a.	not relevant
64	The Secretary-General should, in the context of the Human Rights Up Front initiative, review, in consultation with the United Nations System Chief Executives Board for Coordination as appropriate, the mandates, activities and work of different entities with human rights mandates with a view to streamlining their work, mainstreaming human rights across the United Nations system and enhancing synergies. The results of the review should be submitted, along with the Secretary-General's own recommendations, to the General Assembly for consideration at its seventy-first session.	n.a.	n.a.	not relevant

JIU/REP/2014/8: Use of non-staff personnel and related contractual modalities in the United Nations System Organizations

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
65	The executive heads of the United Nations system organizations should revise their non-staff policies, including the definition of non-staff and the criteria for the use of non-staff personnel, by using the employment relationship principle in accordance with relevant labour recommendations of the International Labour Organization.	Non-staff policies are being reviewed in accordance with the corresponding employment principles of other UN agencies and -to some extent- the local labour market	review the non-staff system with the aims to adopt UN standards in the conditions of work for long-term non-staff and more transparent HR policies	accepted, in progress
66	The legislative/governing bodies of the United Nations system organizations should systematically exercise their oversight functions on the use of non-staff personnel through regular reviews of non-staff personnel information/data provided by the respective executive heads.	Currently no reports on non-staff personnel are submitted to governing bodies	consider reporting of non-staff personnel to governing bodies	under consideration
67	The executive heads of the United Nations system organizations should review the use of non-staff personnel with a view to identifying long-serving non-staff personnel under a de facto employment relationship and establish a plan (short- to medium-term) to terminate the inappropriate prolonged use of non-staff personnel. The plan, including resources required, should be presented to the legislative/governing bodies for endorsement and provision of the necessary financial support.	Non-staff policies are being reviewed in accordance with the corresponding employment principles of other UN agencies and -to some extent- the local labour market, including a cap on years of service to avoid a de facto employment relationship	a cap to be part of the review of the non-staff system	accepted, in progress
68	The executive heads of the United Nations system organizations should strengthen their internal monitoring, control and oversight of the use of non-staff personnel, through the sustained application of effective internal control mechanisms, systematic corporate monitoring and information/data collection, analysis and audits. They should ensure that a central department/unit at the corporate level is held responsible for global monitoring, analysis and reporting on the issue.	Non-staff policies are being reviewed to obtain a more transparent and monitored hiring process, clear terms of reference with corresponding harmonised remuneration scales	review the non-staff system with the aims to adopt UN standards in the conditions of work for long-term non-staff and more transparent HR policies	accepted, in progress

69	The executive heads of the United Nations system organizations should ensure periodic analytical reporting both internally (to senior management) and externally (to the respective governing body) on the use of non-staff personnel in their organizations. Such reports should include detailed data and analysis on the use of non-staff, including the number of non-staff and associated expenditure, their weight in the total workforce, the breakdown of contractual modalities and the areas and locations used, the developing trends and the potential risks and corresponding measures.	Internal reporting is done regularly, currently no reports on non-staff personnel are submitted to governing bodies	consider reporting of non-staff personnel to governing bodies	under consideration
70	The executive heads of the United Nations system organizations should ensure that updated and consolidated practical guidelines on the use of non-staff personnel are in place to guide managers involved in decision-making on the use of non-staff contractual modalities.	Administrative instructions are issued to provide guidance to managers on contractual issues and other related matters concerning non-staff. In addition, HR provides guidance	Provide training to managers on the review of the non-staff system	accepted, in progress
71	The executive heads of the United Nations system organizations should ensure that individuals working for the organization under third-party/outsourcing contracts have decent working conditions, including a fair salary and social benefits and entitlements.	Contracts are issued either to individuals (as non-staff) or with companies (under Spanish labor law)	n.a.	accepted, implemented
72	The executive heads of the United Nations system organizations should ensure that the gender balance policy and related measures include non-staff personnel, including United Nations Volunteers (UNVs). Gender balance in non-staff personnel recruitment should be promoted and monitored as part of the overall gender equality policy.	Gender balance and geographical distribution are taken into account as far as the size of the organization allows it	n.a.	accepted, implemented
73	The executive heads of the United Nations system organizations should allow long-serving non-staff (including UNVs) to apply as internal candidates for vacant staff positions, with a view to ensuring fairness and providing a measure to reduce long-serving non-staff in the organizations.	Consideration as in-house candidates is given to non-staff applying for vacant staff positions	n.a.	accepted, implemented
74	The executive heads of the United Nations system organizations should ensure that there is a clear, fair and rational mechanism for the determination and adjustment of remuneration levels of non-staff personnel, particularly in respect of long-serving non-staff.	Remuneration levels of non-staff are established based on Terms of Reference and level of responsibility; non-staff review to harmonize remuneration scales	review the non-staff system with the aims to adopt UN standards in the conditions of work for long-term non-staff and more transparent HR policies; to include harmonisation of remuneration	accepted, in progress

75	The executive heads of the United Nations system organizations should ensure that long-serving non-staff personnel (including UNVs) have access to appropriate formal internal justice mechanisms. To that end, the executive heads should consider allowing them access to existing mechanisms or establish another practical system for their use.	Internal justice mechanism applied to non-staff follows a similar model of those of staff (investigation committees, ethics function, etc) except their right to appeal to ILO	n.a.	accepted, implemented
76	The executive heads of the United Nations system organizations, as a matter of priority, should ensure and formalize the access of non-staff personnel (including UNVs) to mediation, the ethics office, the office of the ombudsman and other informal conflict-resolution mechanisms, and ensure that such personnel have recourse to the policies on the prevention of harassment and whistle-blowing. Furthermore, non-staff should be informed of those rights.	Non-staff are provided access to the ethics office and policies on prevention of harassment and whistle blowing. Non-staff informed of these rights through Office Circulars and the Ethics Office	n.a.	accepted, implemented
77	The Secretary-General, as the Chair of the United Nations System Chief Executives Board for Coordination, should initiate the harmonization of non-staff policies and practices across the system, including the criteria/principles in the use of non-staff, the preparation of a non-staff common contractual modality, remuneration methodology and entitlements. To that end, a working group can be established under the High-level Committee on Management.	Non-staff policies are being reviewed in accordance with the corresponding employment principles of other UN agencies and -to some extent- the local labour market	Due to the size of the organization and its comparably much lower number of non-staff w/r other UN Agencies, this point is not relevant to the UNWTO	not relevant

JIU/REP/2014/9: Contract management and administration in the United Nations System

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
78	The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to update and, when necessary, develop specific policies, procedures, guidance and follow-up systems to ensure effective and efficient management of post-award contract activities.	Implementation of contract is responsibility of the Initiating Officer (Program Manager) under the supervision of the Authorizing Officer (Senior Staff)	n.a.	accepted, implemented
79	The executive heads of the United Nations system organizations should incorporate in their annual statements of internal controls certifications, by individuals with procurement and contracts management authority, that the execution of contracts has been in full compliance with the organization's policies, procedures and rules.	Delivery of contracted goods and services is done by the Initiating and the Authorizing Officers in order to proceed with the payment	n.a.	accepted, implemented
80	The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to put in place a system whereby the persons designated to manage contracts after award are notified in writing about their accountability and responsibilities when managing a contract, and possess the required qualifications to manage the contract.	Authorizing Officers receive written delegations of Authority from the Secretary General	provide training on contract management	accepted, pending implementation
81	The executive heads of the United Nations system organizations should re-assess the financial and human-resource needs for post-award contract management in terms of current and projected contract volume, value, complexity and type and decide on the best support structures required (e.g. centralized or decentralized) to ensure best value for money and the achievement of the organization's objectives.	Program teams are established in a manner commensurate with their workload and resources available to the UNWTO	n.a.	accepted, implemented
82	The executive heads of the United Nations system organizations should develop a specific contract-management training programme in their organizations that would include courses offered as a requirement for all persons managing contracts of a certain size, value and complexity.	Training on procurement has been delivered to all staff including summary introduction to contract management	provide training on contract management	accepted, pending implementation

83	The executive heads of the United Nations system organizations should ensure that supervisors of persons managing contracts incorporate contract-management criteria in these persons' annual performance evaluations.	Template for annual performance evaluation of staff includes questions on management for P+ staff	n.a.	accepted, implemented
84	The executive heads of the United Nations system organizations should ensure that for contracts of a certain value and complexity risk-management plans are in place covering post-award contract activities. These plans should include risk-mitigation measures and also clear designation of responsibility to those persons executing such measures.	In general, UNWTO contracts are of low or moderate amounts, hence no high risk contracts due to amount and technical complexity are developed	n.a.	not relevant
85	The executive heads of the United Nations system organizations should ensure that a system exists in their organizations for documenting and reporting on a contractor's performance in meeting contract requirements, and assign responsibility and management accountability for completeness of the contractor's performance reporting.	Certification of delivery is made for each contract. Each manager monitors performance of the contractor	Register of contractors with unsatisfactory performance to be kept	accepted, pending implementation
86	The executive heads of the United Nations system organizations should conduct a study in their organizations to analyse the causes of modifications in contracts above certain thresholds and identify systemic deficiencies contributing to cost increases and delays. Remedial action should follow to address such deficiencies.	Contract modification requires approval from the AO and to follow similar procedures than for new contracts. Causes for modifications are evaluated at that moment. Procurement review committee intervenes above certain threshold	n.a.	accepted, implemented
87	The executive heads of the United Nations system organizations should ensure that, when applicable, appropriate levels of liquidated damages and other remedies are included in the standard clauses of contracts and are judiciously enforced to protect the interests and rights of their organizations.	standard clauses on damages and remedies are included in UNWTO's contract model	n.a.	accepted, implemented

88	The executive heads of the United Nations system organizations should augment the capabilities of their existing information technology systems such as Enterprise Resource Planning systems, or consider other specialized contract-management systems, to support the management of post-award contract activities based on a cost/benefit analysis and taking into account the level of need for such functionality.	Due to UNWTO's small size cost of implementing this recommendation would exceed its benefit	n.a.	not accepted
89	The Secretary-General of the United Nations, in his capacity as Chair of the Chief Executives Board for Coordination, should ensure that post-award contract-management issues become an agenda item of the High-level Committee on Management-Procurement Network and are addressed in the ongoing initiatives to professionalize and harmonize the procurement process within the United Nations system.	n.a.	n.a.	not relevant

JIU/NOTE/2014/1: Use of retirees and staff retained beyond the mandatory age of separation at the United Nations Organizations

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
90	The UNJSPF Board should bring to the consideration of the General Assembly the need to address the phased retirement scheme option and revise the relevant provisions of the UNJSPF Regulations and Rules to allow contributions to the Fund from staff working part time, including prior to retirement, under specific conditions. Such an option would help enhance workforce planning and work-life balance, thereby easing the transition to retirement and improving gender sensitivity.	n.a.	n.a.	not relevant
91	Executive heads should set up effective mechanisms to capitalize on the knowledge and experience of staff due to retire and of retirees when rehired through coaching and mentoring programmes, in line with good practices identified.	When an upcoming vacancy is to be advertised, an overlap between the two incumbents is scheduled for hand-over of tasks	n.a.	accepted, implemented
92	Executive heads should (a) set up a coherent regulatory framework for the approval of exceptions, to retain staff beyond the mandatory age of separation and for the employment of retirees, regardless of the type of contract and funding, based on good practices identified in the United Nations and other system organizations, taking into account the specific needs of certain highly specialized technical agencies; and (b) ensure strict compliance with this framework.	UNWTO's average number of retirements is 3 or 4 per annum. Staff retiring is not retained except on exceptional cases, reported to the Executive Council	Secretary General to report to the Executive Council extensions beyond retirement age other than for securing overlap with new incumbent	accepted, implemented
93	Executive heads of organizations, particularly those with a large number/proportion of staff retained beyond MAS and retirees rehired, should: (a) take immediate action to limit such cases to exceptions which are fully justified and regularly monitored and reported to legislative bodies; and (b) ensure that their employment in senior executive and general service positions is restricted to instances where needs cannot be met by current staff, and that they are rehired as consultants, when applicable, with due regard to the specific needs of organizations.	UNWTO's average number of retirements is 3 or 4 per annum. Staff retiring is not retained except on exceptional cases, reported to the Executive Council	Secretary General to report to the Executive Council extensions beyond retirement age other than for securing overlap with new incumbent	accepted, implemented

94	Executive heads of organizations which have not yet done so should develop effective workforce/succession planning with respect to posts occupied by staff due for retirement, take action to advertise all relevant vacancies at least six months in advance and ensure timely recruitment.	UNWTO's average number of retirements is 3 or 4 per annum. New vacancies are carefully evaluated as to whether they will be advertised, hence advanced advertisement is not recommended as a matter of routine	n.a.	not accepted
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