

FOR DECISION

Agenda item 7

**Reform of the Organization: Progress
on JIU recommendations**

A/23/7

Madrid, 21 August 2019

Original: English

Executive summary

Since 1 January 2018, the Secretary-General has initiated a number of structural and organizational reforms in the Secretariat, in order to reinforce compliance with UN Standards and in response to recommendations from the Joint Inspection Unit (JIU).

The JIU issued seven reports in 2018, four of which are relevant to UNWTO, including 33 recommendations for consideration and/or implementation. For each recommendation, the Secretariat is proposing an acceptance and implementation status, for the approval of the General Assembly. The UNWTO Secretariat is also following up on 70 JIU recommendations issued up to the end of 2017 and informs the Members about achievements and the way forward.

As a first and the most urgent step, the Secretariat has focused on the implementation of those recommendations that have been essential for budget control and cost optimization for the organization:

The Secretariat has updated its travel policies (as of 1 June 2018) in order to bring them more into line with the UN travel policies and to achieve more efficiency and cost reduction

Several measures were also taken to increase environmental responsibility at UNWTO.

In the human resources area, exceptions to the Staff Rules on extension of contracts over the age of retirement have been discontinued; the Professional Growth Plan has been discontinued; and the Director of Affiliate Members was appointed in accordance with the UNWTO Staff Rules, as recommended by the JIU.

The Secretary-General has reduced by more than half (from 9 to 4) the number of managerial positions at the top level of the Organization, taking into account the small size of the Organization and the JIU Recommendation on this matter.

To address JIU recommendations on internal oversight, the Secretary-General is proposing an outsourcing of such services to the United Nations Office for Internal Oversight Services (OIOS).

The UNWTO Secretariat has adopted an Anti-Fraud and Anti-Corruption Framework, endorsed by the Executive Council. UNWTO personnel have been trained on Ethics matters and measures were taken regarding possible conflict of interest of key personnel members.

Action by the General Assembly

DRAFT RESOLUTION¹

The General Assembly,

Having examined the report on the Reform of the Organization: Progress on JIU recommendations,

1. *Welcomes* the Secretary-General's structural and organizational reforms of the Secretariat in order to reinforce compliance with UN standards, takes note of the reports issued by the Joint Inspection Unit (JIU) in 2018 referenced in the document and thanks the JIU for its insights;
2. *Approves* the acceptance and implementation status for each one of them, as proposed in Annex I of the document and requests the Secretary-General to report accordingly on them to the JIU;
3. *Notes with appreciation* the progress achieved, notably since January 2018, with regard to the JIU recommendations issued until 2017 that were pending implementation;
4. *Takes particular note* of the confirmation by the Korean Government that the ST-EP Foundation is under dissolution in accordance with its domestic legal system and, that, until completion of the proceedings, it remains inactive and has ceased all its operations;
5. *Considers closed* those recommendations that have been 100% implemented; and
6. *Requests* the Secretary-General to report on this issue to the upcoming sessions of the Executive Council.

¹ This is a draft resolution. For the final resolution adopted by the Assembly, please refer to the Resolutions document issued at the end of the session.

Introduction

1. The present report follows the one (CE/109/3(c)) presented at the Executive Council at its 109th session (Manama, Bahrain).
2. 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).
3. 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 yearly to the Executive Council or the General Assembly.
4. Until 2017, the report on the implementation of JIU recommendations was made in the context of the White Paper. As the White Paper was closed at the 22nd session of the General Assembly, it is proposed to report on the progress on JIU recommendations through a report on the reform agenda of the Organization with annexes dedicated specifically to JIU recommendations.
5. Part I of the report considers the JIU reports issued during 2018, for which the Secretariat has indicated, for those relevant, their proposed acceptance and implementation status.
6. Part II considers recommendations produced by the JIU until the end of 2017 and still in progress, for information and possible comments of the General Assembly.

I. Proposed status for JIU reports issued during 2018

7. During the year 2018, the JIU produced the following seven reports :
 - [JIU/REP/2018/7](#): Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development
 - [JIU/REP/2018/6](#): Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system
 - [JIU/REP/2018/5](#): Opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation (for information only to UNWTO)
 - [JIU/REP/2018/4](#): Review of whistle-blower policies and practices in United Nations system organizations
 - [JIU/REP/2018/3](#): Review of management and administration in the United Nations Office for Project Services (UNOPS) (for information only to UNWTO)
 - [JIU/REP/2018/2](#): Progress report on the recommendations contained in the review of South-South and triangular cooperation in the United Nations system (JIU/REP/2011/3) (for information only to UNWTO)
 - [JIU/REP/2018/1](#): Review of internship programmes in the United Nations system
8. Out of these seven reports, four are relevant to UNWTO, including 33 recommendations for consideration and/or implementation. For each recommendation, the Secretariat is proposing an acceptance and an implementation status for the approval of the General Assembly.

II. Follow-up on the JIU reports issued until end 2017

9. Following report CE/109/3(c), the UNWTO Secretariat is following up on 70 JIU recommendations issued up to the end of 2017. Annex II gives an overview of such recommendations still in implementation phase.
10. Since 1 January 2018, the Secretariat has focused on the implementation of several JIU recommendations, notably those of the report 2014/5 "Follow-up inspection of the 2009 review of Management and Administration in the World Tourism Organization", as well as prioritizing those recommendations that:
 - a. have an impact on budget control and cost optimization for the Organization, and
 - b. reinforce compliance with UN standards and policies.
11. Consequently, the following measures were implemented, some of which were already reported to the Executive Council:
 - **Travel:** UNWTO Secretariat has updated its travel policies (as of 1 June 2018) in order to bring them more into line with the UN travel policies and to achieve more efficiency and cost reduction.
 - **Environmental responsibility:** the Secretariat continues its efforts towards more environmental responsibility. 2018 greenhouse gas emissions have been offset and, for the fourth continuing year, the Organization is climate-neutral.
 - **Human resources:**
 - (i) Exceptions to the Staff Rules on extension of contracts over the age of retirement have been discontinued as per JIU recommendations.
 - (ii) The Professional Growth Plan has been discontinued. The requirements on recruitment, promotion, transfers and reclassification will continue to be governed by the Staff Regulations and Rules, as well as the Circulars related thereto.
 - (iii) Top level management structure: the Secretary-General has reduced by more than half (from 9 to 4) the number of managerial positions at the top level of the Organization.
 - (iv) The Director of Affiliate Members was appointed in accordance with UNWTO Staff Rules, as previously recommended by the JIU.
 - **Internal oversight:** As stated in the Management Vision of the Secretary-General endorsed by the 108th session of the Executive Council in San Sebastián, Spain, the Secretary-General has analysed the recommendations made by KPMG in its review of internal control mechanisms conducted in 2018 as well as previous recommendations of the Joint Inspection Unit on internal oversight. Taking into account the financial constraints of the Organization, the Secretary-General proposes that internal oversight services related to audit be outsourced to the United Nations Office for Internal Oversight Services (OIOS). For this purpose, an agreement has been prepared that would include the conduct of a three year audit plan (including developing an internal audit risk based annual work plan and implementing an approved internal audit assignment and an initial risk assessment) for an amount of 60,000 EUR.
 - **External entities:** The Government of the Republic of Korea has confirmed that the ST-EP Foundation is under dissolution in accordance with its domestic legal system and, until completion of the proceedings; it remains inactive and has ceased all its operations.
 - **Direct reporting line** from the JIU focal point to top UNWTO management: The UNWTO JIU Focal Point is part of the Office of the Secretary-General.

- **Anti-fraud:** the Secretary-General has promulgated an Anti-Fraud and Anti-Corruption Framework.
- **Ethics:** All UNWTO personnel have been trained on “Ethics and integrity at the UN” during the first semester of 2019. In addition, some personnel members designated by the Secretary-General have to fill in a conflict of interest disclosure form, as recommended by the JIU.

Annex I: JIU recommendations issued in 2018 and relevant to UNWTO

JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development

| Nº | Text of the recommendation | Proposed Acceptance reporting to JIU | Proposed Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
|----|---|--------------------------------------|--|--------------|--|---|
| 1 | The Executive Heads of the United Nations system organizations that do not have research guidelines and policies in place should consider establishing, as appropriate, a minimum set of standard on research production and uptake by the end of 2021. | Accepted | In progress | | Publications Policy Guidelines in preparation to be presented to Management by end of 2019. These would replace the existing Publications Committee Guidelines | TMIC supported by SDT, STTC, ECSR, IRP, TECO |
| 2 | The Executive Heads of United Nations system organizations should establish, in the set-up of their programme budgets and finance (cost accounting) systems, a means to report on the cost of research activities by the end of 2020. | Under consideration | Not started | | | BDFN, TMIC |
| 4 | The Executive Heads of United Nations system organizations should carry out periodic assessments of specific research needs and of potential suppliers of research products and associated costs, with the long-term objective of strengthening internal capacities for research, as appropriate, and making systematic use of research produced by academia. | Accepted | Not started | | Conduct survey on priority research among members | OFSG, TMIC, supported by SDT, STTC, ECSR, IRP, TECO |
| 6 | The Secretary- General of the United Nations, in his capacity as Chair of the United Nations System Chief Executive Board of Coordination, | Not relevant | | | | |

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| | should consider calling on the Executive Heads of United Nations system organizations who have not yet done so to establish a system-wide policy on open data access, supporting software and research-sharing among the United Nations system organizations. | | | | | |
| 7 | The Secretary-General of the United Nations and the Executive Heads of other United Nations system organizations should review the level of involvement of researchers from the South and adopt policies and frameworks that will stimulate capacity-building for all dimensions of the policy research functions, including research uptake and the national level, and report thereon to the General Assembly and to the governing bodies, respectively, by the end of 2020. | Not relevant | | | | |
| 9 | The governing bodies of the United Nations system organizations should take measures to ensure that commitments to inter-agency collaboration, including through the establishment of a global data knowledge platform and the facilitation of academic exchanges, as stipulated in the Global Compact for Safe, Orderly and Regular Migration, are implemented by the end of 2020. | Under consideration | Not started | | | TMIC, STTC, SDT, AMD, IRP |
| 12 | The Secretary-General of the United Nations, in consultation with all Executive Heads of the United Nations System organizations, should encourage long-term partnerships with academic communities at the global, regional and national levels, and establish basic guidelines for such | Not relevant | | | | |

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| | partnership. | | | | | |
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JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings on the United Nations system

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
|----|---|-----------------------------|---------------------------------|--|--------------------|---------------------------|
| 1 | The executive heads of United Nations system organizations should task the relevant offices with developing, by the end of 2020, a draft policy on the accessibility of conferences and meetings for persons with disabilities, as well as guidelines for policy implementation, and present them to their respective legislative bodies, should the endorsement of those bodies be required for the policy to take effect. | Under consideration | Not started | Comment: The rules of the Depository Libraries have such a provision for easy access through inter library loan. 2018 UNWTO Smart destinations conference (Oviedo) met accessibility criteria. | | ECSR, COSE |
| 2 | For all major conferences that are hosted off the premises of United Nations system organizations, the executive heads of these organizations should ensure that accessibility requirements are clearly stipulated in individual agreements concluded with the hosting entity for specific conferences and meetings. | Accepted | Not started | | | ECSR, COSE, LGCO |
| 3 | The executive heads of United Nations system organizations that have not yet done so should appoint, by December 2021, a focal point on accessibility within their organization under terms of reference that clearly define the focal point's role and responsibilities as regards enhancing the accessibility of conferences and meetings for persons with disabilities. | Accepted | Not started | | ToRs to be defined | ECSR |
| 4 | The executive heads of United Nations system organizations should | Accepted | Not started | | | ECSR, COSE |

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| | instruct relevant offices that address accessibility-related matters to develop, by December 2021, standard operating procedures with regard to their operational responsibilities to improve the accessibility of conferences and meetings for persons with disabilities. | | | | | |
| 5 | The executive heads of United Nations system organizations should make it mandatory for organizers of meetings and conferences to ensure, by December 2021, that: (a) The participation of persons with disabilities is fully supported by registration processes that are accessible for persons with diverse disabilities; (b) Clauses are included in accessible registration forms to ask specifically about accessibility requirements; (c) Information on accessible facilities and services is disseminated to all potential participants through accessible websites and information notes; (d) Accessible post-conference and post-meeting satisfaction surveys consistently include questions to assess satisfaction with the accessibility of facilities and services. | Accepted | Not started | | | COSE, ECSR, LGCO |
| 6 | The executive heads of United Nations system organizations should, by December 2021, provide the option for remote participation in all meetings and conferences that they organize, with no prejudice to the efforts to make attendance at meetings and conferences accessible to persons with disabilities. | Accepted | Not started | | | COSE, ICT, ECSR |
| 7 | The executive heads of United | Accepted | Not started | | High accessibility | DAFN, HR, |

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| | Nations system organizations should issue instructions to information and communications technology and facilities management offices to undertake periodic accessibility assessments of organizational facilities and services for conferences and meetings, and to ensure that organizations of persons with disabilities are adequately consulted at all stages of the process. | | | | standards to be applied in the forthcoming new UNWTO HQ (date tbc) | COSE, ECSR |
| 8 | The executive heads of United Nations system organizations should task procurement offices with drafting, by December 2021, provisions for incorporating accessibility checks and/or requirements into procurement policies and guidelines for consideration and adoption by the relevant decision-making authority. | Accepted | Not started | | | LGCO, ECSR |
| 9 | The executive heads of United Nations system organizations should develop and implement through relevant inter-agency mechanisms, by December 2021, a common system-wide mandatory specialized training module on disability inclusion and accessibility for personnel involved directly or indirectly in the servicing of conferences and meetings, including, but not limited to, staff in conference management, facilities and services management, human resources management, and procurement, legal, ICT, medical, public information and safety and security services. | Under consideration | Not started | | | ECSR, HR |
| 10 | The legislative bodies of United Nations system organizations should include in their agendas the review of periodic reports submitted to them on the state of accessibility of conference | Accepted | Not started | | To be conducted in the framework of the present yearly report | COSE, OFSG |

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| | and meeting facilities and services for persons with disabilities, including the state of progress of actions to address accessibility deficits. | | | | | |
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JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
|---|---|-----------------------------|---------------------------------|--------------|------------------|---------------------------|
| JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations | | | | | | |
| 1 | Legislative bodies should adopt measures by 2020 to ensure that all policies related to misconduct/wrongdoing and retaliation specify appropriate channels and modalities, such as independent oversight committees, for reporting and investigating allegations against the executive head of the organization, as well as against any other functions that may entail a potential conflict of interest in the handling of such issues. | Accepted | In progress | | | Ethics Officer, LGCO |
| 2 | In United Nations system organizations that do not have an external and independent mechanism for appeals when a prima facie case of retaliation is not determined, the executive head should instruct the relevant office(s) to develop, by 2020, appropriate options to address this deficiency for his or her timely consideration, and to outline any agreed-upon mechanisms and processes in updates to protection against retaliation policies. | Accepted | In progress | | | Ethics Officer, LGCO |
| 3 | Executive heads of United Nations system organizations should update their relevant whistle-blower policies by 2020 to address shortcomings and gaps identified in the JIU best practices | Accepted | Not started | | | Ethics Officer, LGCO |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | ratings. | | | | | |
| 4 | By 2020, the legislative bodies of the United Nations system organizations should request executive heads to ensure that the independence of the head of ethics, head of oversight and ombudsman/mediator functions is clearly defined, in accordance with recommendations contained in JIU reports (JIU/REP/2006/2, JIU/REP/2010/3, JIU/REP/2011/7, JIU/REP/2015/6 and JIU/REP/2016/8), and that these functions report periodically to the legislative body. | Accepted | In progress | | | Ethics Officer, LGCO |
| 5 | By the end of 2019, executive heads of United Nations system organizations should develop comprehensive communications tools for all personnel on what, how, where and to whom to report misconduct/wrongdoing, including harassment and retaliation, in all the working languages of the organization. | Accepted | In progress | | | Ethics Officer, LGCO |
| 6 | Executive heads of United Nations system organizations should develop by 2020 standard operating procedures for proactively protecting those who report misconduct/ wrongdoing from retaliation, which should include undertaking relevant risk assessments and clearly identifying available support mechanisms and resources. | Accepted | Not started | | | Ethics Officer, LGCO |
| 7 | Executive heads of United Nations system organizations should develop standard operating procedures by 2020 for handling retaliation cases, with specific checklists and protocols for investigation, support services and communication. | Accepted | In progress | | | Ethics Officer, LGCO |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| 8 | Executive heads of United Nations system organizations should ensure that, by 2020, anonymous channels to report misconduct/wrongdoing are: (a) developed and operational; (b) available in all the working languages of the organization; (c) accessible to all personnel, vendors and beneficiaries; (d) reflected in their relevant policies; and (e) widely communicated. | Accepted | In progress | | | Ethics Officer, LGCO |
| 9 | By the end of 2019, executive heads of United Nations system organizations should ensure the public posting of an annual report, with all due consideration to confidentiality, on misconduct/wrongdoing and retaliation cases. The report should specifically include the allegations, findings and outcomes, including administrative actions taken. | Accepted | In progress | | The Ethics Officer submits annual reports to governing bodies | Ethics Officer |
| 10 | By the end of 2019, executive heads of United Nations system organizations should ensure that all supervisors and managers are required to complete specific training on whistle-blowing policies and on how to appropriately respond to and handle misconduct/wrongdoing and retaliation reports. | Accepted | Implemented | All UNWTO personnel took the "Ethics and integrity at the UN" training during the first semester of 2019 | | Ethics Officer, HR |
| 11 | By 2020, executive heads of United Nations system organizations should conduct global staff surveys on a biennial basis, in order to gauge staff views on "tone at the top" issues, accountability and ethics-related topics and to develop a comprehensive action plan to address the issues identified. | Accepted | Not started | | | Ethics Officer, HR |

JIU/REP/2018/1: Review of internship programmes in the United Nations system

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| JIU/REP/2018/1: Review of internship programmes in the United Nations system | | | | | | |
| 2 | Executive heads of the United Nations system organizations, under the leadership of the Secretary-General as the chair of the United Nations System Chief Executives Board for Coordination, should work together towards the establishment of more coherent internship programmes for the United Nations system, taking into account the benchmarking framework for good practices in internship programmes. | Accepted | Not started | | | HR |
| 3 | The executive heads of JIU participating organizations should consider updating their internship policies, taking into account the proposed JIU benchmarking framework for good practices in internship programmes and identifying those benchmarks to be streamlined in the policies of their respective organizations. | Accepted | in progress | Internship policies (AI/912/19) and Internship Agreements have been updated to reflect good practices | | HR |
| 5 | The executive heads of JIU participating organizations should put in place a mechanism to systematically track information related to internships, including on gender, country of origin, university from which the highest diploma was received, duration of the internship for each intern engaged and related costs (direct and indirect) generated by the internship programme. A report should be presented for information to the governing and/or legislative bodies of the organizations at | Under consideration | In progress | Systematic tracking of information related to internship is being done. The report will be developed, to be presented to the governing and/or legislative bodies | | HR |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | their next sessions. | | | | | |
| 6 | Legislative and/or governing bodies of the organizations of the United Nations system should consider approving the establishment of ad hoc multi-donor trust funds to pledge voluntary contributions to support internship schemes and request executive heads to present for their consideration proposals for other suitable innovative mechanisms to receive voluntary contributions, with no strings attached regarding selection criteria. | Under consideration | Not started | | | HR, LGCO, BDFN, IRP |
| 7 | Executive heads of the organizations of the United Nations system should establish a collaboration mechanism between the public information services of the organizations and the permanent representatives of Member States to facilitate outreach to their capitals on a worldwide basis so as to attract young candidates for internships from diverse educational backgrounds from all recognized educational entities, based on the World Guide to Higher Education published by the United Nations Educational, Scientific and Cultural Organization. | Under consideration | Not started | | | HR |

Annex II: Monitoring of the implementation of JIU reports issued until end 2017

JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest in the United Nations system

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
|---|---|-----------------------------|---------------------------------|--|------------------|---------------------------|
| JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest in the United Nations system | | | | | | |
| 1 | Executive heads of the United Nations system organizations should direct their officials entrusted with the ethics function to map the most common occurrences and register the risks of situations exposing their respective organizations to organizational conflicts of interest, no later than December 2019. | Accepted | Not started | | | Ethics officer, LGCO, HR |
| 2 | Executive heads of the United Nations system organizations, who have not yet done so, should direct their human resources services to introduce a mandatory conflict of interest disclosure form that should be signed by staff members, along with their declaration of office, by all staff members and other types of personnel joining an organization, whether in a short- or long-term capacity. The form should be developed with the assistance of the ethics function of the respective organization and with other functions, as appropriate, and in consultation with any future inter-agency forum. | Accepted | Implemented | Personnel designated by the Secretary-General (see AI/915/19) to fill a Confidential Declaration of Interest Statements Forms by 30 September 2019 | | HR, Ethics officer, LGCO |
| 3 | The governing bodies of the United Nations system organizations should request the executive heads of the organizations to prepare a detailed report on existing financial disclosure programmes and propose any changes to the rationale and scope of those | Accepted | In progress | The review exercise of the financial disclosure programme was initiated in 2017. | | HR, Ethics officer, LGCO |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | programmes that are needed to increase their effectiveness | | | | | |
| 4 | Executive heads of the United Nations system organizations, who have not yet done so, in consultation with the Legal Network of the United Nations system organizations, should take the necessary steps to introduce, by December 2019, adequate legal clauses in contractual agreements with their staff and non-staff, as appropriate, binding them to the period of restriction set for their function that prohibits them from engaging in clearly defined post-employment activities for the duration of that period of time. | Accepted | Not started | | | LGCO, HR, Ethics officer |
| 5 | Executive heads of the United Nations system organizations, who have not yet done so, should take the necessary steps, no later than the end of December 2019, to: (a) ensure that all staff members, irrespective of their level and grade, successfully complete the initial and periodic mandatory ethics training course and obtain the respective certification; (b) link certification of the required ethics training course to the annual staff performance appraisal cycle; (c) include ethics training in the induction training of non-staff, including refresher courses after service intervals, as appropriate. | Accepted | In progress | a) All UNWTO personnel took the "Ethics and integrity at the UN" training during the first semester of 2019. c) Ethics training is now included in the induction training of both staff and non-staff | | HR, Ethics officer |
| 6 | The governing bodies of the United Nations system organizations should, in exercising their oversight role on the accountability framework of their respective organizations, regularly monitor conflict of interest issues, | Accepted | Not started | | | DAFN, LGCO |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | including updates to relevant policies, administrative instruments and mechanisms. | | | | | |

JIU/REP/2017/8: The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
|--|--|-----------------------------|---------------------------------|---|--|---------------------------|
| JIU/REP/2017/8: The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development | | | | | | |
| 5 | The heads of United Nations organizations should enhance the role and responsibilities of the Private Sector Focal Points Network with regard to sharing knowledge, promoting good practices and finding innovative solutions to problems related to partnerships with the private sector, including by entrusting them with specific tasks and agenda items on which to report. | Accepted | Not started | The UNWTO Affiliate Membership Department, the Institutional Relations and Partnership Department, as well as other technical departments that are working with the support of the legal and financial departments are working on partnership arrangements with the private sector. | Raise awareness on sharing knowledge and promoting good practices within the Organization. | AM, IRP |
| 6 | All heads of the United Nations system organizations, assisted by the United Nations Global Compact, should jointly create a common database on the profiles and performance of the businesses that are involved, or potentially interested, in partnerships with the United Nations, based on the information voluntarily submitted by the participating organizations. | Accepted | Not started | UNWTO works with UN Global Compact on profiles and performance of the business before engaging with such. | UNWTO follows CEB guidance | AM, ECSR , IRP,BDFN, LGCO |
| 7 | The Secretary-General of the United Nations and all the executive heads of participating organizations should identify and agree on a minimum set of common standard procedures and | Accepted | In progress | UNWTO has set up a working group on due diligence issues for internal elaboration of standards and procedures. | Elaborate guidelines for due diligence based on common standards and procedures available | LGCO, BDFN, DAFN, HR, AM |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | safeguards for an efficient and flexible due diligence process, to be applied system-wide in a transparent way by the United Nations operational staff engaged in the initiation and implementation of partnerships with the private sector. | | | | so far for UNWTO and await UN SG corresponding instructions. | |

JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
|--|---|-----------------------------|---------------------------------|---|--|---------------------------|
| JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system | | | | | | |
| 1 | The governing bodies of the United Nations system organizations should encourage the Secretary-General and executive heads of other organizations, in the framework of the United Nations System Chief Executives Board for Coordination, to develop a common position and pursue a high-level strategic dialogue with donors, in order to address the challenges posed by the current funding models and practices and the impact of strict earmarking of voluntary contributions and reporting to donors. | Accepted | Not started | Proposal to include in future HLCM Meetings that this recommendation is being included as an agenda item accordingly. | Under consideration by HLCM focal points at UNWTO | IRP, BDFN, LGCO |
| 2 | The executive heads of the United Nations system organizations that have not yet done so should put in place measures for ensuring that partnership agreements, concluded at the corporate level with the donors and at the corporate and field levels for individual programmes and projects, spell out the needs and requirements of the donors | Accepted | In progress | <ul style="list-style-type: none"> Donee's financial reporting including donor commitment in regards to funding: UNWTO template agreements include clauses on financial reporting and even some of them include financial reporting templates; | Tools are considered to be implemented but clauses/ reports/ standardization of agreements etc. can always be subject to improvement | IRP, TECO, LGCO, BDFN |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | and the mutual commitments of the organizations and the donors, with respect to the details of reporting on the use of funds provided. | | | <ul style="list-style-type: none"> Consistent implementation of the said reporting. May vary according to the discussions with donors <p>In addition, as a practice, UNWTO Secretariat informs on projects in Statutory documents, as well as through UNWTO website and newsletters</p> | | |
| 3 | The executive heads of the United Nations system organizations should encourage better access to, and dissemination and exchange of, information concerning donor reporting among the member States and should ensure that every organization maintains a corporate repository for all contribution agreements and donor reports. | Accepted | In progress | UNWTO keeps all contribution agreements and donor reports stored in digitalized format. | | IRP, TECO, BDFN, LGCO |
| 4 | The executive heads of the United Nations system organizations that have not yet done so should regularly update guidance on donor reporting and put in place measures for the professional skills development and training needed to improve reporting to donors, for personnel at headquarters and in the field. | Accepted | Not started | Relevant guidance on donor reporting and measures for professional skills development and training for improved reporting to donors under consideration. | Relevant discussions to take place | , HR, BDFN, TECO, IRP |
| 5 | The executive heads of the United Nations system organizations that have not yet done so should work systematically with donors to include in donor agreements the costs associated with preparing donor reports. | Accepted | Not started | Relevant discussions with donors on this aspect to take place accordingly. | Under discussion | IRP, TECO, LGCO, BDFN |
| 6 | The Secretary-General and executive heads of other United Nations system | Accepted | Not started | UNWTO supports the development and adoption of a | Attendance of HLCM and relevant | IRP BDFN, LGCO |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | organizations should, preferably within the framework of the United Nations System Chief Executives Board for Coordination, develop and adopt a common report template accommodating the information needs and requirements of donors and the regulatory frameworks and capacities of the organizations, as a basis for negotiations with donors. | | | common report template to be used across the UN system as a basis for negotiations with donors to reduce the complexity and multiplicity of reports and thus reduce reporting costs – aspect of high relevance especially for smaller agencies such as UNWTO. | discussion to be followed up. | |
| 7 | The governing bodies of the United Nations system organizations should request the executive heads to task, and adequately support, the internal audit and evaluation offices of their respective organizations with ensuring that the relevant oversight reports provide the required levels of assurance that would help minimize reporting to individual donors on the use of their earmarked contributions. | Accepted | In progress | UNWTO uses standard financial reports for financial reporting. | | DAFN, LGCO, IRP, BDFN |

JIU/REP/2017/5: Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| 6 | The executive heads of organizations, when considering JIU recommendations intended to enhance coordination and cooperation, should propose the inclusion of the consideration of these recommendations on the programme of work of CEB and its applicable mechanisms with a timeline for taking a decision, with effect from 2019. | Accepted | In progress | Secretary- General to be in relevant discussions on this matter during CEB Meetings. | All preparatory documents for SG participation in CEB should include a specific part on relevant JIU recommendations to be considered. | IRP, JIU FP |

JIU/REP/2017/3: Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| JIU/REP/2017/3: Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization | | | | | | |
| 4 | The executive heads of the United Nations system organizations, that have not yet done so, should ensure by 2019 that effective measures are taken to enforce and monitor compliance with an advance purchase policy, including incorporation of advance planning rules and key performance indicators in travel policies that are regularly measured. | Accepted | In progress | Under implementation UNWTO has developed for the past 10 years a Travel Planning mechanism to ensure the advanced planning of the official missions. | In view of better evaluating the efficiency of the Travel Management and identifying sources of possible savings, UNWTO is currently evaluating the possibility of implementing several Key Performance Indicators (KPI) and Key Program Metrics (KPM) that would also allow defining certain standards and objectives. | TRAVEL |
| 5 | The executive heads of United Nations system organizations should schedule periodic monitoring and assessment to ensure conformity with their own air travel policies, conduct periodic risk assessments and identify measures for further efficiency gains by their next budgetary cycle. | Accepted | In progress | Annually, back to office reports are analyzed and lessons learnt extracted to identify issues for further improvement. After the implementation of the new UNWTO Travel policies UNWTO increased the monitoring of expenses by requesting the corresponding invoices from the traveler, the DSA payable also has to be justified, | In view of better evaluating the efficiency of the Travel Management and identifying sources of possible savings, UNWTO is currently evaluating the possibility of implementing several Key Performance Indicators (KPI) and Key Program Metrics (KPM) that would also allow defining certain | TRAVEL |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | | | | | standards and objectives. | |
| 6 | The executive heads of the United Nations system organizations, if they have not already done so, should encourage the use of online booking tools for air travel, update their travel policies with guidelines for optimal use of such tools, and consider integrating them with their existing systems by 2020. | Accepted | Not started | As of today, UNWTO travel policy does not allow travellers to book their own trips. Only exceptionally, travellers may book their own trips, requiring specific approval from the Secretary-General. It has to be noted that due to the small size of the organization and the limited number of missions per year, the OBT would not yield meaningful cost savings for the Organization and involve significant costs in ensuring compliance. | Evaluate costs of OBT | TRAVEL |

JIU/REP/2017/2: Donor-led Assessment of the United Nations system organizations

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
|---|---|-----------------------------|---------------------------------|--|------------------|---------------------------|
| JIU/REP/2017/2: Donor-led Assessment of the United Nations system organizations | | | | | | |
| 1 | The legislative/governing bodies of the United Nations system organizations should encourage better access to, dissemination of and exchange of information concerning donor assessments among the Member States and should, in this context, call upon the executive heads to make such assessments publicly available by uploading them in an online global repository to be established by the Secretary-General of the United | Accepted | Not started | UNWTO encourages a high-level strategic dialogue with the donors fully convinced of the importance of ensuring transparency, trust and confidence, while endeavouring to reduce the transactions costs related to donor reporting. | | BDFN, LGCO, IRP, TECO |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| JIU/REP/2017/2: Donor-led Assessment of the United Nations system organizations | | | | | | |
| | Nations for that purpose not later than 2018. | | | | | |
| 3 | The executive heads of the United Nations system organizations should designate, on the basis of the volume and variety of donor reviews, an appropriate central function in their respective organizations for coordinating the multiplicity of donor assessments, managing the information provided to donors, standardizing communications, ensuring consistency and tracking the follow-up action on findings and recommendations by the responsible organizational units. | Accepted | In progress | UNWTO has a relevant department managing the information provided to donors, namely the Institutional Relations and Partnerships Department. | | OFSG, IRP |
| 4 | The executive heads of the United Nations system organizations should engage with donors to determine the key elements in their assessments and should encourage their audit and evaluation bodies, with due regard for their independence, to consider taking these elements into account in their risk assessments and work plans, in order to avoid potential duplication and overlap. | Accepted | Not started | Senior Management of UNWTO committed to engage in such discussions with donors on these key elements for avoiding duplication and overlap. | | DAFN, IRP |
| 5 | The legislative/governing bodies of the United Nations system organizations should request the executive heads to identify and provide adequate resources and support to the internal audit and evaluation offices of their respective organizations to enable them to provide the required levels of assurance that would help minimize | Under consideration | Not started | | | DAFN, LGCO |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| JIU/REP/2017/2: Donor-led Assessment of the United Nations system organizations | | | | | | |
| | duplication and overlap with external reviews, verifications and assessments conducted by third parties. | | | | | |
| 6 | The executive heads of the United Nations system organizations and the Secretary-General, in the context of the United Nations System Chief Executives Board for Coordination, should develop a common position for initiating a high-level dialogue with donors to determine shared priorities and define a multi-stakeholder assessment platform with a robust framework and methodology to capture a collective reflection of an agency's performance and reduce the need for additional bilateral assessments. | Accepted | Not started | Secretary- General to be in relevant discussions on this matter during CEB Meetings. Other senior official to address the matter at HLCM and HLCP | Secretary- General to be in relevant discussions on this matter during CEB Meetings and its networks. | IRP, BDFN, LGCO |

JIU/NOTE/2017/1: Results-based management in the United Nations system: description of a high-impact model for managing for achieving results

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
|--|--|-----------------------------|---------------------------------|--------------|---|---------------------------|
| JIU/NOTE/2017/1: Results-based management in the United Nations system: description of a high-impact model for managing for achieving results | | | | | | |
| 1 | To promote collaboration in and furtherance of mainstreaming results-based management across United Nations system organizations, executive heads may wish to endorse the high-impact model and use it within their respective organizations, taking into account the progress already achieved and organizational | Accepted | Not started | | Requires an inception and analysis phase to identify gaps and current challenges for complying with RBM | OFSG, DAFN |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| JIU/NOTE/2017/1: Results-based management in the United Nations system: description of a high-impact model for managing for achieving results | | | | | | |
| | specificities. | | | | | |
| 2 | To enhance inter-agency collaboration in the use, adaptation or expansion of the high-impact model across United Nations system organizations, executive heads may wish to establish an inter-agency - task force or interim mechanism, using existing formal or informal inter-agency arrangements, as deemed appropriate. | Accepted | Not started | | To monitor opportunities through CEB networks (HLCM and HLCP) | OFSG, DAFN |

JIU/REP/2016/10: Knowledge Management in the United Nations System

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
|---|--|-----------------------------|---------------------------------|---|------------------|---------------------------|
| JIU/REP/2016/10: Knowledge Management in the United Nations System | | | | | | |
| 1 | The executive heads of the United Nations system organizations, if they have not already done so, should develop knowledge management strategies and policies aligned with the mandate, goals and objectives of their respective organizations, by the end of 2018. Such strategies should be based on an assessment of current and future knowledge management needs and include measures for implementation. | Accepted | In progress | Knowledge management is handled in an ad hoc manner | | OFSG, TMIC, DAFN, COMM |
| 3 | The executive heads of the United Nations system organizations, if | Accepted | In progress | Knowledge management is handled in an ad hoc manner | | OFSG, HR |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | they have not already done so, should take incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal systems, annual work plans, job descriptions and organizational core competences, by the end of 2020. | | | | | |

JIU/REP/2016/9: Safety and Security in the United Nations System

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | JIU/REP/2016/9: Safety and Security in the United Nations System | | | | | |
| 5 | The Executive heads of the United Nations system organizations that have not yet done so should, by no later than January 2018, incorporate safety and security compliance indicators in the performance assessments at every management level, including senior management. | Accepted | In progress | Safety and Security is not explicitly address in performance assessments of managers | Consider inclusion of safety and security assessment at managerial levels | HR, SECU |

JIU/REP/2016/7: Comprehensive Review of United Nations System Support for Small Island Developing States: Final Findings

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | JIU/REP/2016/7: Comprehensive Review of United Nations System Support for Small Island Developing States: Final Findings | | | | | |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
|----|--|-----------------------------|---------------------------------|--|---|---------------------------|
| 1 | The governing bodies of the United Nations system and of the multilateral environment agreements, taking into account the findings of the comprehensive review, should give precise system-wide coordinated guidance to the organizations so as to ensure that the priorities of the SAMOA Pathway are mainstreamed in the strategic plans, within the realm of the organizations' mandates, and should encourage all stakeholders to make sufficient and predictable resources available for the effective and accelerated implementation of the Pathway. | Accepted | In progress | The UNWTO is following developments on SIDS and tourism. Its work on tourism and climate change includes a specific focus on SIDS. | Consider appropriate actions in UNWTO's POW | SDT, RDs, IRP |
| 2 | The governing bodies of the United Nations system should ensure that the strategic plans and work programmes of the system organizations include specific objectives related to the implementation of the SAMOA Pathway, within the realm of their respective mandates, to be measured against a set of established key performance indicators to monitor and report on the achievements. | Accepted | In progress | The UNWTO is following developments on SIDS and tourism | Consider appropriate actions in UNWTO's POW | SDT, RDs, IRP |
| 3 | The governing bodies of the United Nations system, in adopting the | Accepted | In progress | The UNWTO is following developments on SIDS and tourism | Consider appropriate actions in UNWTO's | SDT, RDs, IRP |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | strategic plans and work programmes of the organizations, should encourage the organizations to ensure that the activities in support of sustainable development of SIDS, within the realm of the mandate of each organization, are aligned with the regional and national priorities identified by the Governments of those States, regional organizations and SIDS development partners, so as to foster the implementation of the SAMOA Pathway as the blueprint of the 2030 Agenda for Sustainable Development of SIDS. | | | | POW | |
| 4 | The governing bodies of the United Nations system should request the organizations to coordinate the planning and implementation of their capacity-building activities in close consultation with the small island developing States and all partners for development so as to strengthen effectiveness and efficiency in providing support to achieve the goals defined in the SAMOA Pathway, while avoiding saturation of the absorptive capacity of SIDS at the country level. | Accepted | In progress | The UNWTO is following developments on SIDS and tourism | Consider appropriate actions in UNWTO's POW | SDT, RDs, IRP |
| 5 | The executive heads of the United | Accepted | In progress | The UNWTO is following | Consider appropriate | SDT |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | Nations system should ensure the participation of their organizations in the process led by the Inter-Agency Task Force on Financing for Development to actively contribute to addressing the specificity of SIDS as a special case with tailor-made solutions, and should also ensure that new parameters of eligibility are designed for better access to financing for development for SIDS. | | | developments on SIDS and tourism | actions in UNWTO's POW | |
| 6 | The governing bodies of the United Nations system organizations should encourage the allocation of predictable multi-year funding to facilitate the effective implementation of programmatic activities in support of the small island developing States, based on needs assessments prepared by the United Nations system organizations in consultation with SIDS and their relevant partners. | Accepted | In progress | The UNWTO is following developments on SIDS and tourism | Consider appropriate actions in UNWTO's POW | SDT, IRP |
| 7 | The legislative and governing bodies of the United Nations system organizations should ensure, based on the on-going work of the United Nations Statistical Commission and, when relevant, on the work of the inter-agency forums and expert groups created to advise | Accepted | In progress | The UNWTO is following developments on SIDS and tourism. Initiatives such as INSTO or MST partly respond to this recommendation. | Consider appropriate actions in UNWTO's POW | STTC, RDs, SDT |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | Member States, that the specificity of SIDS is explicitly considered in defining the elements of monitoring and accountability frameworks to report on progress made on the Sustainable Development Goals, so that processes and indicators are adapted to their needs and priorities identified at the national and regional levels. | | | | | |
| 8 | The governing bodies of the United Nations system organizations should coordinate their efforts in designing monitoring and accountability frameworks and tools adapted to the capacity of SIDS to monitor and report on the implementation of the SAMOA Pathway and other sustainable development related global mandates, while avoiding the burden of multiple reporting frameworks. | Accepted | In progress | The UNWTO is following developments on SIDS and tourism. Initiatives such as INSTO or MST partly respond to this recommendation. | Consider appropriate actions in UNWTO's POW | STTC, SDT |

JIU/REP/2016/4: Fraud Prevention, Detection and Response in United Nations System Organizations

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | JIU/REP/2016/4: Fraud Prevention, Detection and Response in United Nations System Organizations | | | | | |
| 1. | The executive heads of the United Nations system organizations, if | Accepted | Implemented | UNWTO adopted the United Nations Framework against Fraud and | Provide training to personnel. | DAFN, LGCO |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | they have not already done so, shall develop a corporate anti-fraud policy for their respective organizations or update an existing one, taking into account leading practices in the public and private sectors. The policy should be presented to the legislative and governing bodies for information, adoption and/or endorsement and should be reviewed and updated regularly. | | | Corruption. UNWTO secretariat applies a zero tolerance policy against Fraud and Corruption. | | |
| 2. | The executive heads of the United Nations system organizations should take expeditious action to designate an overall corporate manager or entity at senior level to be the custodian of the anti-fraud policy and be responsible for the implementation, monitoring and periodic review of the policy. | Accepted | Implemented | Mr Musallim Afandiyev, Senior Business Transformation and Reforms Officer, is designated as the custodian of this policy (see SGB/06/19) | | DAFN, LGCO |
| 3. | On the basis of a comprehensive needs assessment, the executive heads of the United Nations system organizations should establish a dedicated anti-fraud training and fraud awareness strategy for all members of the organization. At a minimum, anti-fraud training should be mandatory for staff in functional areas most prone to fraud and staff operating in fragile and high-risk | Accepted | In progress | The Secretary-General has issued a bulletin on this issues (SGB/06/19) | A training on fraud should be delivered to all personnel | HR, DAFN, LGCO |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | field environments. | | | | | |
| 4. | The executive heads of the United Nations system organizations should, if they have not already done so, conduct a comprehensive corporate fraud risk assessment, as an integral part of their enterprise risk management system or as a separate exercise, addressing frauds at all levels of their respective organization, including headquarters and field offices, as well as internal and external fraud risks. Such assessments shall be conducted at least biennially at the corporate level, and more frequently, based on need, at the operational level. | Accepted | Not started | | Include in next internal audit to be conducted. | DAFN, LGCO |
| 5. | The executive heads of the United Nations system organizations, if they have not already done so, should develop organization-specific comprehensive anti-fraud strategies and action plans for implementing their respective fraud policies. Such anti-fraud strategies should be based on the organization's corporate fraud risk assessments and shall be an integral part of the overall organizational strategies and operational objectives. Based on | Accepted | Not started | | | DAFN, LGCO |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | the level of fraud risk, proportionate resources should be dedicated to operationalize the strategies and action plans. | | | | | |
| 6. | The executive heads of the United Nations system organizations, if they have not already done so, should initiate a review of their internal control framework to ensure that proportionate anti-fraud controls do exist and that fraud risks identified in the fraud risk assessments are adequately addressed in the internal control frameworks. | Accepted | In progress | A review of internal control mechanisms in the areas of procurement, non-staff contracts and sponsorships was undertaken in February 2018. The Secretary-General is currently reviewing all possibilities for the establishment of an internal control function that would also ensure that proportionate anti-fraud controls exist | Strengthen the internal control mechanisms. | DAFN, LGCO |
| 7. | When introducing or updating statements of internal controls, the executive heads of the United Nations system organizations should ensure that the statements address the adequacy of organization-wide anti-fraud controls, in accordance with good practices and applicable international standards. In the absence of a formal statement of internal controls, executive heads should certify in their annual reports to legislative and governing bodies that their organization has in place proportionate anti-fraud controls based on fraud risk assessments, | Accepted | In progress | UNWTO adopted the United Nations Framework against Fraud and Corruption. UNWTO secretariat applies a zero tolerance policy against Fraud and Corruption. | Further report to Governing Bodies | DAFN, LGCO |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | and that appropriate fraud prevention, detection, response and data collection procedures and processes exist. | | | | | |
| 8. | The executive heads of the United Nations system organizations should instruct their legal offices to review and update the legal instruments for engaging third parties, such as vendors and implementing partners, with particular attention to anti-fraud clauses and provisions. | Accepted | Implemented | UNWTO adopted the United Nations Framework against Fraud and Corruption. UNWTO secretariat applies a zero tolerance policy against Fraud and Corruption. | Enforce UNWTO's framework.. | DAFN, LGCO |
| 9. | The executive heads of the United Nations system organizations, if they have not already done so, should revise their whistle-blower policies with a view to adopting good practices, and extend the duty to report fraud and other misconduct to contract employees, United Nations volunteers, interns and other non-staff, as well as to third parties, including vendors, suppliers, and implementing partners. | Accepted | In progress | | Revise UNWTO existing whistle-blower policy to include third parties and implementing partners. | DAFN, LGCO |
| 10. | The executive heads of the United Nations system organizations should present to their legislative and governing bodies on an annual basis a consolidated and comprehensive management report | Accepted | Not started | | | DAFN, LGCO |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | on the performance of anti-fraud activities, based on key performance indicators. The report shall include, inter alia, the level of fraud exposure, status of compliance with anti-fraud policies, fraud statistics, sanctions imposed, fraud losses and recovery of assets, and lessons learned. | | | | | |
| 11. | The legislative and governing bodies of the United Nations system organizations should: place on their respective agendas a permanent or standing item relating to fraud prevention, detection and response; review on an annual basis the consolidated and comprehensive management report presented by the executive head on anti-fraud policy and activities; and provide high-level guidance and oversight on fraud-related matters. | Accepted | In progress | | To be included in the agendas of the Governing Bodies, as part of internal audit. SG will report on the progress in the establishment of an anti-fraud strategy, policy and measures. | DAFN, LGCO |

JIU/REP/2015/5: Review of activities and resources devoted to address climate change in the United Nations Organizations

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
|----|---|-----------------------------|---------------------------------|--|--|---------------------------|
| | JIU/REP/2015/5: Review of activities and resources devoted to address climate change in the United Nations Organizations | | | | | |
| 1 | The executive heads of United Nations system organizations should present to the governing | Accepted | Not started | Due to its cross-sectorial nature, tourism can contribute to a more resource efficient value chain and | Pending approval of a long term UN-system-wide climate | SDT |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | bodies of their organizations a long-term United Nations system-wide climate change strategy responsive to the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, and request its endorsement and the support necessary for its effective implementation, in order to achieve measurable interim results by 2020. | | | stimulate behavioural change towards low-carbon destinations. UNWTO is working on an analysis and policy recommendations in tourism and climate change, to be presented in the framework of the 23 rd General Assembly. | change strategy. Issue to be taken into account by UNWTO | |
| 2 | The governing bodies of the United Nations system organizations should support and endorse the participation of their respective organizations involved in cross-cutting areas directly or indirectly related to climate change in a system-wide United Nations strategy to combat climate change, in a manner consistent with the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21). | Accepted | In progress | UNWTO has implemented climate change related projects and activities which reflect a “quadruple bottom line” of environmental, social, economic and climate responsiveness. The Sustainable Tourism Programme of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP), led by UNWTO, supports cooperation between stakeholders to advance resource efficiency and low-carbon practices in the tourism sector. UNWTO is a climate-neutral Organization for its operations since 2015. | Pending approval of a long term UN-system-wide climate change strategy. Issue to be taken into account by UNWTO | SDT |
| 3 | The executive heads of the United Nations system organizations | Accepted | Not started | The Programme on Sustainable Tourism of the 10-Year Framework | Assess the involvement of | SDT |

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | involved in areas with clear cross-linkages with climate change should elaborate and agree upon a common methodology to establish criteria to ensure the traceability of specific funding for climate change adaptation and mitigation, seeking consistency and coherence in the context of the climate change regime methodologies. | | | of Programmes on Sustainable Consumption and Production Patterns (10YFP STP), led by UNWTO, supports cooperation between stakeholders for the development and implementation of innovative projects and good practices in resource efficient and low-carbon tourism planning, improving sustainable livelihoods and adapting to the reality of a changing climate. | UNWTO as this initiative progresses | |
| 4 | Executive heads of the member organizations of the CEB, under the leadership of the Secretary-General in his capacity as Chair of the CEB, should promote the development of a common information-sharing system for the measurement and monitoring of the United Nations system activities and resources aimed at addressing climate change, by sector and type of funding, so as to ensure the most cost-efficient and effective delivery of activities to tackle climate change. | Accepted | In progress | UNWTO continues participating in the UNCC Learn, a collaborative initiative involving more than 35 global organizations, which supports countries, among others, on sustainable learning to address climate change. The initiative responds to the COP22 Decision on improving the effectiveness of the Doha Work Programme on the Article 6 of the UNFCCC Convention, which seeks to reduce the impact of climate change by enabling society to be a part of the solution, through education, training and public awareness and also to Article 12 of the Paris Agreement during COP23 on the same issue. | Assess the involvement of UNWTO in the initiative under the CEB as it progresses | SDT, IRP |

JIU/REP/2015/4: Public information and communications policies and practices in the United Nations system

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
|----|--|-----------------------------|---------------------------------|--|---|---------------------------|
| | JIU/REP/2015/4: Public information and communications policies and practices in the United Nations system | | | | | |
| 1 | The legislative/governing bodies of the United Nations system organizations should request the executive heads to embrace the nine benchmarks proposed in the present report, in order to enhance the strategic role of the public information and communications function in contributing to the achievement of organizational goals and priorities, thereby promoting global support for their organization. | Accepted | In progress | <ul style="list-style-type: none"> The nine benchmarks have been assessed and factored into the UNWTO Communication Strategy. The majority of applicable benchmarks (1, 2, 3, 4, 5, 7) are now active components of the UNWTO Communication Strategy. Benchmarks 8 and 9 are expected to be incorporated end of 2019 and during 2020. | To assess the benchmarks and their applicability to the UNWTO. To be incorporated in the communication strategy | COMM |
| 2 | Starting from the forthcoming programme and budget cycle, the executive heads of the United Nations system organizations should reinforce in a sustainable manner the strategic role of the public information and communications function within their organization, by adhering to the nine benchmarks proposed in the present report, as applicable. | Accepted | In progress | | To assess the benchmarks and their applicability to the UNWTO. To be incorporated in the communication strategy | COMM |
| 5 | The executive heads of the United Nations system organizations that have not yet done so should develop an effective social media strategy that is based on updated | Accepted | In progress | <ul style="list-style-type: none"> Social media guidelines for contributions by personnell while on mission/excternal events are being developed and a first one has been disseminated. | To assess the benchmarks and their applicability to the UNWTO. To be incorporated in the | COMM |

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| | guidelines and is properly aligned with the other respective policies and frameworks/strategies for public information and communications. | | | <ul style="list-style-type: none"> • Guidelines for the use of personal SoMe accounts by personnell (in coordination with HR) have been developed and disseminated. • The UNWTO Communications Department has now dedicated social media profiles among its team. The newly developed SoMe strategy will be incorporated in the Communicatians Strategy. | communication strategy | |

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

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | JIU/REP/2014/9: Contract management and administration in the United Nations System | | | | | |
| 5 | 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. | Accepted | In progress | Training on procurement has been delivered to all personnel including summary introduction to contract management. | Provide training on contract management. | LGCO, HR |
| 8 | The executive heads of the United Nations system organizations should ensure that a system exists in their organizations for | Accepted | In progress | Certification of delivery is made for each contract. Each manager monitors performance of the contractor. | To develop a specific system for reporting on contractor's performance and a | LGCO |

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| | 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. | | | | registry containing contractors with unsatisfactory performance. | |

JIU/REP/2014/5: Follow-up inspection of the 2009 review of Management and Administration in the World Tourism Organization

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | JIU/REP/2014/5. Follow-up inspection of the 2009 review of Management and Administration in the World Tourism Organization | | | | | |
| | 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 | Accepted | In progress | <p>A new arrangement is being developed for the Nara office.</p> <p>A new agreement with the Government of Andorra for the Themis Foundation was signed in 2014 clarifying the responsibilities of the parties towards the Foundation and discussions have been engaged on the possibility to convert the Foundation into a fully integrated UNWTO Office.</p> <p>The Government of the Republic of Korea has confirmed that the ST-EP Foundation is under dissolution in accordance with its domestic legal</p> | | LGCO, DAFN |

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| | | | | system and, until completion of the proceedings, it remains inactive and has ceased all its operations. | | |
| | The Secretary General should ensure that written summary records/minutes of the governing body meetings are duly produced | Accepted | Implemented | Partially accepted, electronic records of Governing Bodies discussions to be kept by Secretariat 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. | Further use available technology to reduce costs | COSE |
| | 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). | Accepted | In progress | The Secretariat prepares a programme of work based on the priorities of its Members, and recurrently reports on its implementation. | Comments: Results-based budget and management implies a medium-term approach which requires substantive resources for IT adaptation and management change. Proposed actions: (i) Members could assess information gaps required in the programme of work and its implementation (ii) new approaches to | |

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| | | | | | formulating, implementing and reporting/evaluating the programme of work could be explored | |
| | 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) | Accepted | Implemented | UNWTO office in NY has been closed. The Geneva Liaison Office is hosted free of charge since 2015 in the ITC premises and has one Representative, supported by one person. The importance of this liaison office is significant, in particular to ensure the further inclusion of tourism in the development and trade agenda in general and in the 2030 Agenda. | | OFSG, IRP |
| | 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) | Accepted | In progress | Partially accepted, The Secretary-General informs the Executive Council of the structure of the Secretariat and of his choice and terms of EDs | | HR |
| | The Inspector is of the view that the Secretary General could take measures to improve the gender | Accepted | In progress | 4 of the 12 staff at grades P5 and above are female. | Comments: Vacancies at senior levels provide | HR |

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| | balance at the senior grade level (item newly raised) | | | | opportunities to improve gender balance. | |

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

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | JIU/REP/2014/4: Post-Rio+20 review of environmental governance within the United Nations system | | | | | |
| 5 | 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. | Not relevant | | | | |
| 11 | 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 | Not relevant | | | | |

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| | 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. | | | | | |

JIU/NOTE/2013/1: Reference Checks in the United Nations System Organizations

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| | JIU/NOTE/2013/1: Reference Checks in the United Nations System Organizations | | | | | |
| 1 | JIU invites the executive heads of the United Nations system organizations to adopt the benchmarks set out in the present note with a view to ensuring that their respective organizations have sound reference checking procedures, and to report progress made to the legislative/governing bodies. | Accepted | Implemented | Accepted and implemented except benchmark 5, not accepted. While the UNWTO does conduct reference checking, its mechanism does not comply with all the benchmarks of the report. (i) Procedure for checking references is in place (ii) Reference check to all externally recruited staff is applied (iii) Reference checks for selected candidate only is performed (iv) HR is developing written | | HR |

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| | | | | <p>guidelines to establish the mechanism for conducting reference checks</p> <p>(v) Reference checks are conducted in writing using appropriate templates and within an established means of communication</p> <p>(vi) All reference checks are documented, reviewed and certified prior to concluding the recruitment process; verification of original passports and original educational credentials of the selected candidates is also carried out</p> | | |

JIU/REP/2009/1 REVIEW OF MANAGEMENT AND ADMINISTRATION AT UNWTO

| Nº | Text of the recommendation | Acceptance reporting to JIU | Implementation reporting to JIU | Achievements | Proposed actions | Responsible persons/dept. |
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| JIU/REP/2009/1 REVIEW OF M&A AT UNWTO | | | | | | |
| 14 | The UNWTO General Assembly should adopt the status, basic rights and duties of United Nations staff members (ST/SGB/2002/13) and the corresponding financial disclosures policy, while promoting ethics and integrity at work, and allocate resources for relevant training of staff on these issues. | Accepted | In progress | | | HR, Ethics officer |
| 19 | The UNWTO General Assembly should provide the required | Accepted | In progress | Implementation requires entry into force of the amendment to Article 38 | (i) Remind Members who have not yet | LGCO |

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| | resources to permit the use of the Chinese language as an official language of the Organization in accordance with UNWTO General Assembly resolution 521 (XVII). | | | of the Statutes. This amendment has not been yet ratified by two-thirds of the Members and is therefore not enforceable. | ratified amendment of the Statutes to do so, (ii) seek voluntary contributions to enable interim implementation of the recommendation (iii) prepare a plan for the gradual introduction of the Chinese language in the Organization. Comments: In 2017, the General Assembly, resolution 694(XXII), requested the Executive Council to prepare and implement a plan for the gradual introduction of the Chinese language in the Organization, following the practice on the introduction of new languages in the Organization, with the aim of the establishing Chinese as an official language of UNWTO at the 23rd session of | |

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| | | | | | the General Assembly subject to its entry into force in accordance with Article 33 of the Statutes and urged Member States to ratify all the amendments (including that of Article 38) to the Statutes and Financing Rules as soon as possible. | |
| 22 | 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. Alternatively, The UNWTO General Assembly should provide the necessary resources, three positions, for the abovementioned functions for the 2010-2011 biennium. | Accepted | In progress | As stated in the Management Vision of the Secretary-General endorsed by the 108th session of the Executive Council in San Sebastian, Spain, the Secretary-General has analyzed the recommendations made by KPMG in its review of internal control mechanisms conducted in 2018 as well as previous recommendations of the Joint Inspection Unit on internal oversight. Taking into account the financial constraints of the Organization, the Secretary-General proposes that internal oversight services related to audit be outsourced to the United Nations Office for Internal Oversight. For this purpose, an agreement has been prepared that would include the conduct of | | DAFN, LGCO |

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| | | | | a three year audit plan (including developing an internal audit risk based annual work plan and implementing an approved internal audit assignment and an initial risk assessment) for an amount of 60,000 EUR. | | |