Conseil exécutif

Quatre-vingt-sixième session
Victoria Falls (Zimbabwe), 25 août 2013
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CE/96/2 g)
Madrid, 8 juillet 2013
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Rapport du Secrétaire général sur les questions administratives et statutaires

g) Recommandations du Corps commun d'inspection dans le contexte du Livre blanc

I. Introduction

1. À la 94ème session du Conseil exécutif, un document sur les recommandations du Corps commun d'inspection (CCI) fournies dans des rapports de 2011 avait été soumis au Conseil (CE/94/3II)b)). Il présentait également l'état d'avancement de la mise en œuvre des recommandations émises dans le document JIU/REP/2009/1. Le Conseil avait décidé (CE/DEC/7(XCIV)) de prendre note des recommandations des rapports et des notes du CCI en 2011 (Annexe 1). Pour plus de facilité, la décision est annexée au présent document. Par la suite, compte tenu de l'état actuel de la question au Secrétariat et des coûts que suppose la mise en œuvre desdites recommandations, le Conseil a demandé que l'Organisation s'abstienne de prendre toute nouvelle mesure les concernant et de considérer comme classées de nombreuses recommandations du document JIU/REP/2009/1. Le Conseil a également approuvé que le Plan de mise en œuvre du Livre blanc constitue le principal instrument pour mener à bien le processus de réforme à l'OMT et chargé le Secrétaire général de présenter, à un rythme annuel, un point sur son état d'avancement ainsi que de nouvelles propositions à y inclure s'il y a lieu.

II. Recommandations pour 2012 et révision des années précédentes (2006-2010) dans le contexte du Livre blanc

2. Le CCI a appliqué un programme de travail en 2012 qui a conduit à la production de 13 rapports et de 4 notes représentant au total 112 recommandations. Le CCI a aussi demandé aux organisations participantes de tenir à la disposition de leurs organes directeurs le travail d'inspection mené par le Corps. Le présent rapport a été élaboré en réponse à cette demande.

3. Le présent rapport vise aussi à satisfaire deux autres exigences. D'une part, s'assurer de l'exécution de la décision du Conseil exécutif demandant au Secrétaire général de présenter, tous les ans, un point sur toute nouvelle proposition qui pourrait être ajoutée au Livre blanc suite à des recommandations du CCI figurant dans des rapports ou notes de l'année précédente. D'autre part, respecter le mandat donné par le CCI à ses organisations participantes d'examiner les rapports et les notes émis pendant la période 2006-2010 et de l'informer de la façon dont l'Organisation a assuré le suivi de ses recommandations. Le présent rapport passe donc en revue les recommandations en

souffrance qui correspondent à cette période, en suivant la même approche qu'en 2011 et 2012, à savoir un examen de la mise en œuvre des recommandations à la lumière du Livre blanc, en proposant si nécessaire l'adaptation de ce dernier.

4. Il est rappelé que le CCI a été créé en 1966 par résolution de l'Assemblée générale des Nations Unies. Les buts du CCI tels qu'énoncés dans son rapport annuel sont les suivants :

a) « Aider les organes délibérants des organisations participantes à s'acquitter de leurs responsabilités en matière de gouvernance dans l'exercice de leur fonction de contrôle de la manière dont les secrétariats gèrent les ressources humaines, financières et autres ;

b) Aider les différents secrétariats à s'acquitter des mandats confiés par les organes délibérants et à atteindre les objectifs définis dans les énoncés de mission des organisations avec plus d'efficience et d'efficacité ;

c) Promouvoir une plus grande coordination entre les organismes du système des Nations Unies ;

d) Recenser les pratiques optimales, proposer des repères et faciliter l'échange d'informations dans l'ensemble du système. »

5. Ces missions se traduisent par un programme de travail et un budget pour le CCI qui ont conduit, comme précisé ci-dessus, à la préparation de 13 rapports et de 4 notes. Le CCI est financé par toutes les organisations participantes du système des Nations Unies selon une formule de partage des coûts. À ce titre, la contribution de l'OMT a été de 6 418,20 dollars EU pour 2012.

6. Le rapport annuel 2012 du CCI est présenté à l'Assemblée générale des Nations Unies accompagné du programme de travail proposé pour 2013. Ce document est référencé A/67/34. Pour le programme de travail 2013 du CCI, il est fait référence comme suit à une inspection de suivi de l'OMT :

> *« L'inspection permettra d'examiner l'état d'avancement de la mise en œuvre des recommandations formulées dans l'examen de la gestion et de l'administration de l'OMT (JIU/REP/2009/1) concernant la gouvernance et la structure de l'organisation, la planification et la budgétisation stratégiques, la gestion des ressources humaines, les services centraux d'appui, de contrôle, de coopération avec le système des Nations Unies et d'intégration dans ce système, et la coopération avec le secteur privé. Il s'agit là d'une initiative pilote du Corps commun, qui vise à déterminer si l'organisme participant fait siennes et met en oeuvre les recommandations qu'il a formulées. Les enseignements tirés de cette initiative devraient avoir une incidence sur la méthode suivie par le Corps commun pour réaliser ses examens de la gestion et de l'administration et sur les directives qu'il adoptera pour la conduite des inspections. »*

7. Il convient également de noter que le nouveau rapport du CCI sur l'OMT sera réalisé en 2014 et présenté à la 97ème session du Conseil exécutif en tant que document de suivi du rapport élaboré en 2009. Le mandat relatif à ce rapport a été formulé par le CCI (voir annexe 2).

8. Les Membres de l'OMT peuvent se demander s'il est judicieux que le CCI ait choisi l'OMT pour mener à bien une initiative pilote visant à déterminer « si l'organisme participant fait siennes et met en oeuvre les recommandations qu'il a formulées ». En effet, l'Organisation n'a pas la même base de ressources que d'autres institutions, fonds et programmes des Nations Unies et ce projet pilote représente pour l'OMT une charge de travail supplémentaire pour laquelle le Secrétariat ne dispose pas de moyens. À cet égard, des éclaircissements pourraient être demandés au CCI sur les raisons pour

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lesquelles l'OMT a été choisie pour une telle étude pilote, décision prise sans consulter l'organisation concernée.

9. Dans le présent document, le titre et la cote de tous les rapports ou notes révisés pour 2012 sont énumérés ci-dessous. Un tableau contenant chaque recommandation et une brève description de son état d'avancement à l'OMT, le cas échéant, figure à l'annexe 3 du présent document qui contient aussi un examen des recommandations pour la période 2006-2010. Comme tous les rapports peuvent être consultés sur le site web du CCI (www.unjiu.org), il n'a pas été jugé opportun de les inclure en annexes :

- **JIU/REP/2012/1:**
  « Examen de la gestion et de l'administration de la Conférence des Nations Unies sur le commerce et le développement (CNUCED) »
- **JIU/REP/2012/2 :**
  « Gestion du congé de maladies dans les organismes du système des Nations Unies »
- **JIU/REP/2012/3:**
  « Évaluation d'ONU-Océans »
- **JIU/NOTE/2012/4:**
  « Le recrutement du personnel dans les organismes des Nations Unies - Analyse comparative et cadre de référence : vue d'ensemble »
- **JIU/REP/2012/5:**
  « Étude de l'emploi de consultants individuels par le système des Nations Unies »
- **JIU/REP/2012/6:**
  « Partie 1 : examen de la gestion et de l'administration de l'Organisation mondiale de la santé (OMS) »
- **JIU/REP/2012/7:**
  « Partie 2 : examen de la décentralisation de l'Organisation mondiale de la santé (OMS) »
- **JIU/REP/2012/8:**
  « Examen des progiciels de gestion intégrés dans les organismes du système des Nations Unies »
- **JIU/REP/2012/9:**
  « Sommes forfaitaires en lieu et place des prestations dues »
- **JIU/REP/2012/10:**
  « Relations entre le personnel et l'Administration dans les institutions spécialisées et les organisations appliquant le régime commun des Nations Unies »
- **JIU/REP/2012/11:**
  « Financement de l'action humanitaire dans le système des Nations Unies »
- **JIU/REP/2012/12:**
  « La planification stratégique dans les organismes du système des Nations Unies »
- **JIU/REP/2012/13:**
  « Examen de la gestion et de l'administration de l'Agence internationale de l'énergie atomique » (AIEA) »
- **JIU/NOTE/2012/1:**
  « Recrutement du personnel des organismes des Nations Unies : analyse comparée et établissement d'un cadre de référence. Cadre institutionnel »
- **JIU/NOTE/2012/2:**
  « Recrutement du personnel des organismes des Nations Unies : analyse comparée et établissement d'un cadre de référence. Processus de recrutement »

- **JIU/NOTE/2012/3:**
  « Recrutement du personnel des organismes des Nations Unies : analyse comparée et établissement d'un cadre de référence. Équilibre entre les sexes et répartition géographique »
- **JIU/NOTE/2012/4:**
  « Formules d'organisation du travail modulables dans les organismes des Nations Unies »

10. Pour la période 2006-2010, la liste des rapports et des notes se présente comme suit :

- **JIU/REP/2010/1:**
  « Profil environnemental des organismes des Nations Unies »
  JIU/REP/2010/2
  « Organisation des voyages au sein du système des Nations Unies »
- **JIU/REP/2010/3**
  « La déontologie dans le système des Nations Unies »
- **JIU/REP/2010/4**
  « Examen de la gestion globale des risques dans le système des Nations Unies: cadre de référence »
- **JIU/REP/2010/5**
  « La fonction d'audit dans le système des Nations Unies »
- **JIU/REP/2010/6**
  « État de préparation des organismes des Nations Unies en vue de l'application des normes comptables internationales pour le secteur public (IPSAS) »
- **JIU/REP/2010/7**
  « Politiques et procédures des organismes du système des Nations Unies dans le domaine de l'administration des fonds d'affectation spéciale »
- **JIU/REP/2010/8**
  « Mobilité du personnel entre les organisations et équilibre entre la vie professionnelle et la vie privée dans les organisations du système des Nations Unies »
- **JIU/REP/2010/9**
  « Partenariats de l'ONU avec le secteur privé : rôle et fonctionnement du pacte mondial »
- **JIU/REP/2010/10**
  « Examen de la gestion et de l'administration de l'Office des Nations Unies contre la drogue et le crime (UNODC) »
- **JIU/REP/2009/1:**
  « Examen de la gestion et de l'administration de l'Organisation mondiale du tourisme (OMT) »
- **JIU/REP/2009/2:**
  « Deuxième étude complémentaire de la gestion du haut commissariat des Nations Unies aux droits de l'homme »
- **JIU/REP/2009/3:**
  « Efficacité de la présence régionale de l'Union internationale des télécommunications »
- **JIU/REP/2009/4:**
  « Évaluation du Mécanisme mondial de la Convention des Nations Unies sur la lutte contre la désertification »
- **JIU/REP/2009/5:**
  « Vers un appui plus cohérent du système des Nations Unies à l'Afrique »
- **JIU/REP/2009/6:**
  « La délocalisation au sein des organismes des Nations Unies – les centres de services délocalisés »

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- **JIU/REP/2009/7:**
  « Examen de la gestion et de l'administration du programme alimentaire mondial (PAM) »
- **JIU/REP/2009/8:**
  « Sélection et conditions d'emploi des chefs de secrétariat au sein des organismes des Nations Unies »
- **JIU/REP/2009/9:**
  « Le rôle des représentants spéciaux du Secrétaire général et des coordonnateurs résidents »
- **JIU/NOTE/2009/1:**
  « Principes et directives applicables au mécénat d'entreprise au sein du système des Nations Unies »
- **JIU/NOTE/2009/2:**
  « Les stages dans les organismes des Nations Unies »
- **JIU/REP/2008/1:**
  « Examen de la gestion et de l'administration à l'union postale universelle »
- **JIU/REP/2008/2:**
  « Programmes d'administrateurs auxiliaires et d'experts associés au sein des organismes du système des Nations Unies »
- **JIU/REP/2008/3:**
  « Examen de la gouvernance environnementale dans le système des Nations Unies »
- **JIU/REP/2008/4:**
  « Exécution nationale des projets de coopération technique »
- **JIU/REP/2008/5:**
  « Examen des services d'hébergement des technologie de l'information et de la communication (TIC) dans les organisations du système des Nations Unies »
- **JIU/REP/2008/6:**
  « Étude sur la gestion des sites web (internet) des organismes des Nations Unies »
- **JIU/NOTE/2008/1:**
  « Services communs à Nairobi »
- **JIU/NOTE/2008/2:**
  « Services communs dans les sites des commissions régionales de l'ONU »
- **JIU/NOTE/2008/3:**
  « Examen du Service aérien d'aide humanitaire des Nations Unies »
- **JIU/NOTE/2008/4:**
  « Utilisation de consultants dans les organisations du système des Nations Unies, gestion des achats et des marchés »
- **JIU/REP/2007/1:**
  "Les contributions volontaires dans le système des Nations Unies. Incidences sur l'exécution des programmes et les stratégies de mobilisation des ressources »
- **JIU/NOTE/2007/2:**
  « Couverture médicale du personnel du système des Nations Unies »
- **JIU/REP/2007/3:**
  « Réexamen du fonds de roulement de l'Organisation Météorologique Mondiale **JIU/REP/2007/4:**
  « Structure par âge des ressources humaines des organismes des Nations Unies »
- **JIU/REP/2007/5:**
  « Examen de la gestion et de l'administration de l''Organisation de l'Aviation Civile Internationale (OACI) »
- **JIU/REP/2007/6:**
  « La gestion des savoirs et connaissances dans le système des Nations Unies »

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- **JIU/REP/2007/7:**
  « Examen de la gestion et de l'administration de l'Organisation Maritime Internationale (OMI) »
- **JIU/REP/2007/8:**
  « Financement et effectifs du Haut-commissariat des Nations Unies aux droits de l'homme »
- **JIU/REP/2007/9:**
  « Examen du concours national comme outil de recrutement »
- **JIU/REP/2007/10:**
  « Les bureaux de liaison dans le système des Nations Unies »
- **JIU/REP/2007/11:**
  « Examen de la gestion et de l'administration de l'Organisation météorologique mondiale (OMM) »
- **JIU/REP/2007/12:**
  « Examen des progrès des organismes des Nations Unies vers la réalisation de l'objectif 6, cible 7, du Millénaire pour le développement : combattre le vih/sida »
- **JIU/NOTE/2007/1:**
  « Examen de la gestion et de l'administration de l'Office des Nations Unies à Genève »
- **JIU/NOTE/2007/2:**
  « Examen de certains aspects des télécommunications et recours à la technologie de voix sur IP dans les organismes des Nations Unies »
- **JIU/REP/2006/1:**
  « Évaluation de la budgétisation axée sur les résultats dans les opérations de maintien de la paix »
- **JIU/REP/2006/2:**
  « Lacunes des mécanismes de contrôle au sein du système des Nations Unies »
- **JIU/REP/2006/3:**
  "Suivi de l'étude de la gestion du Haut-commissariat des Nations Unies aux droits de l'homme »
- **JIU/REP/2006/4:**
  "Deuxième examen de l'application des accords de siège conclus par les organismes du système des Nations Unies : fourniture des locaux de sièges et d'autres facilités par les pays hôtes »
- **JIU/REP/2006/5:**
  « Un programme d'aide humanitaire des Nations Unies pour la lutte contre les catastrophes : les enseignements de la catastrophe du tsunami dans l'Océan Indien »
- **JIU/REP/2006/6:**
  « La gestion axée sur les résultats à l'ONU dans le cadre de la réforme »
- **JIU/REP/2006/7:**
  « Mobilité du personnel au sein du système des Nations Unies »
- **JIU/NOTE/2006/1:**
  « Le programme d'ambassadeurs de bonne volonté dans le système des Nations Unies »

Tel que précisé précédemment, les rapports et notes sont disponibles à l'adresse suivante :

https://www.unjiu.org/en/reports-notes/Pages/Reports-and-Notes.aspx

11. Le CCI dispose d'un système de contrôle permanent sur site web pour suivre la mise en œuvre des recommandations par chaque organisation participante. Ce système exige le suivi individualisé de

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804 recommandations spécifiques qui se distribuent année après année comme suit : 102 pour 2006, 140 pour 2007, 98 pour 2008, 127 pour 2009, 115 pour 2010, 112 pour 2012 et 110 pour 2011).

12. Les objectifs du Livre blanc de l'OMT et des rapports et recommandations du CCI peuvent être considérés comme se renforçant mutuellement : améliorer l'efficacité et l'efficience de l'OMT, en rendant l'Organisation plus utile à ses Membres, en encourageant de nouvelles approches ou en améliorant celles existantes.

13. Lorsqu'il y a concordance entre les buts des deux procédures d'examen, le Livre blanc est axé sur les besoins et les lacunes organisationnelles identifiés spécifiquement à l'OMT. Par ailleurs, son plan de mise en œuvre a déjà internalisé les implications de chacune des initiatives (tant sur les résultats que sur les ressources). Ce double point de vue intégré dans le Livre blanc est essentiel pour un Secrétariat très modeste, opérant avec de sévères restrictions de ressources.

14. Le Conseil exécutif a déjà reconnu que le contrôle, l'établissement de rapports, et le suivi des recommandations du CCI par le mécanisme proposé par le CCI ne peuvent être effectués qu'avec des ressources spécifiques dédiées à ces fonctions. Actuellement, l'OMT ne dispose pas de ces ressources, particulièrement dans le contexte de la politique budgétaire de croissance nominale nulle qu'elle applique depuis 2008. S'il fallait suivre le mécanisme proposé pour contrôler les recommandations du CCI, ces ressources spécialement dédiées ne pourraient provenir que du transfert de certains domaines des programmes de l'Organisation, ce qui conduirait à diminuer encore les ressources destinées à remplir les missions de l'Organisation.

15. Le Conseil exécutif a aussi reconnu que les recommandations du CCI paraissent répondre à un ensemble de problèmes de soutien ou de méthodes de travail des institutions spécialisées en créant de nouvelles fonctions internes ou procédures d'examen. Leur mise en place aboutit à des transferts internes supplémentaires de ressources initialement affectées à la mise en œuvre du programme de travail qui seraient réaffectées au profit de la gestion interne du Secrétariat. On peut citer comme exemple de ce genre de transfert la création de la fonction de déontologie, fort nécessaire, pour un coût annuel de 30 000 euros qui a entraîné une réduction parallèle des ressources disponibles pour l'exécution du programme de travail de l'Organisation. Dorénavant, la mise en œuvre de toute nouvelle procédure d'examen doit être réalisée à la lumière de sa valeur ajoutée effective pour l'Organisation et ses Membres.

16. Par ailleurs, même si des ressources supplémentaires étaient déployées pour le suivi des recommandations du CCI, il n'est pas certain qu'il en résulterait une amélioration des pratiques de gestion interne. Car, soit l'application pratique des recommandations n'atteindrait pas un seuil de matérialité pour l'OMT en raison de la taille très modeste de l'Organisation, soit les coûts minimaux requis pour évaluer et appliquer une recommandation donnée pourraient être supérieurs aux avantages de son déploiement dans la mesure où les problèmes de fond abordés par la recommandation n'atteindraient pas une masse critique minimale. Cette difficulté particulière liée à la notion d'efficacité-coûts des mesures de réforme semble être très spécifique à l'OMT et pourrait sembler contredire l'intention du CCI de choisir l'OMT comme projet pilote pour évaluer la mise en œuvre des recommandations.

17. À la 94ème session du Conseil exécutif, les Membres ont conclu que l'examen et la mise en œuvre d'un grand nombre de nouvelles recommandations tous les ans risquait de détourner l'Organisation des changements jugés les plus nécessaires dans le Livre blanc. Le plan de mise en œuvre du Livre blanc identifie 48 recommandations, chacune d'importance majeure et dont la mise en œuvre représente un défi de taille pour le Secrétariat. La difficulté ne vient pas seulement du stress

engendré par la gestion de ces changements sans ressources supplémentaires, mais du risque de surcharge des capacités du Secrétariat, avec pour conséquence de faire passer au deuxième plan les réformes déjà prévues dans le Livre blanc, si en même temps que le plan de mise en œuvre du Livre blanc, il fallait traiter beaucoup plus d'initiatives et de recommandations.

18. Compte tenu de ce qui précède, il est suggéré de confirmer la décision CE/DEC/7(XCIV) et de mettre à jour le Livre blanc dès l'instant où une recommandation du CCI serait considérée comme pertinente et peu coûteuse pour l'Organisation. De même, les recommandations non retenues dans le Livre blanc modifié seraient considérées comme classées.

III. Mesures à prendre par le Conseil exécutif

19. Il est demandé au Conseil exécutif :

a) de prendre note des rapports du Corps commun d'inspection annexés au présent document, en remerciant le Corps pour ses observations ;

b) de confirmer la décision CE/DEC/7(XCIV) d'approuver que le principal instrument pour conduire le processus de réforme à l'OMT soit le plan de mise en œuvre du Livre blanc ;

c) de noter les 112 recommandations présentées dans les rapports et les notes du CCI en 2012, résumées en annexe 2, et les 582 recommandations présentées dans les rapports et les notes du CCI pour la période 2006-2010, et de considérer qu'aucune action les concernant n'est à réaliser par l'Organisation compte tenu de l'état actuel de la question au Secrétariat et des coûts que suppose leur mise en œuvre. Il est noté que les 110 recommandations de 2011 ont déjà été classées conformément à la décision du Conseil exécutif [CE/DEC/7(XCIV)].

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Annex 1. Executive Council Decision CE/DEC/7(XCIV)

Executive Council

CE/DEC/7(XCIV)

Ninety-fourth session
Campeche, Mexico, 23-25 October 2012

Report of the Secretary-General

Part II: UNWTO within the United Nations system

(b) Joint Inspection Unit recommendations: implementation in the context of the White Paper

Agenda item 3(II)(b)
(document CE/94/3(II)(b))

The Executive Council,

Having heard the report presented by the Secretary-General and having discussed it,

1. Takes note of the reports of the Joint Inspection Unit annexed to this document, and thanks the Unit for their insights;

2. Approves the Implementation Plan for the White Paper as the main instrument to drive the reform process at the UNWTO and requests the Secretary-General to present annually an update on its implementation and further proposals that could be included on it, as appropriate;

3. Takes note of the correspondence made in Annex XV between the JIU Report on Management and Administration of the UNWTO prepared in 2009 and the White Paper and action plan;

4. Considers the recommendations 1,3,4,5,6,7,8,9,10,11,13,15,16,17,18,19,21,23 and 25 of JIU/REP/2009/1 in line of debates among Member States in the context of the White Paper as closed and appreciates the good progress achieved on the other recommendations; and

5. Takes note of the 110 recommendations presented in JIU reports and notes in 2011 and summarized in Annex XVI, and in view of current status of the matter within the Secretariat and the costs required by their implementation requests the Secretary-General that no further action be made on them by the Organization at this point.

Annex 2. Terms of Reference Report JIU

JOINT INSPECTION UNIT
of the United Nations System

CORPS COMMUN d´INSPECTION

Project No & Title	A.383: Implementation and use of the recommendations made in the Management and Administration Review of the United Nations World Tourism Organization (UNWTO)
	Inspector Gérard Biraud
Co-Authors	None
Evaluation/Inspection Officer	Mr.Vincent Hermie
Research Assistant	Mr Baudat
Date prepared	11 February 2013

Draft Terms of Reference

1. Introduction

Based on its mandate, the Joint Inspection Unit (JIU) conducts periodic reviews of the management and administration (MAR) of its participating organizations.
In the course of 2008, the JIU conducted such a comprehensive review of the United Nations World Tourism Organization (UNWTO) (JIU/REP/2009/1) aiming in particular at helping the Organization to fully respond to the values and criteria making it a new specialized agency of the United Nations system after joining the system in 2003.

Five years after this comprehensive analysis, the Joint Inspection Unit decided to put on its Programme of Work for 2013 a follow-up inspection of the acceptance and the implementation of the 24 recommendations addressed to the **UNWTO General Assembly,** its **Executive Council** and its **Secretary-General** as contained in that report.

2. Objective(s)

In this exercise, the JIU will assess the status of each of the recommendations made. They dealt with the areas of governance and structure, strategic planning and budgeting, human resources management, central support services, oversight, cooperation with and integration into the United Nations system and cooperation with the private sector.
The JIU intends to assess the nature and the level of acceptance of its recommendations, to look at the processes used to such end by the organization including those involving its membership and to draw possible lessons to be learnt.

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More specifically, the objectives of the inspection are:

- To give an account of the manner in which the UNWTO has examined and reacted to the aforesaid report, the related procedural process, the overall positions taken in this respect by the **UNWTO General Assembly**, the **Executive Council** and the **Secretary-General**
- To look at the status of acceptance of each and every recommendation, the relevant decisions taken upon them and their concrete implementation by relevant authorities
- To understand the reasons which have motivated/explained these decisions, in particular the possible delays to take actions, decisions to further study some of them or to consider some others as not relevant or not applicable and rejections
- To look at the time elapsed before such decisions were taken and the kind of processes leading to them
- To gauge the outcome of the implementation of the accepted recommendations
- To assess the corresponding responsibilities of the governing bodies and the secretariat, taking in to account the relatively modest size of an Organization UNWTO counting less than 100 staff members
- To enhance a dialog with the Organization enabling it to make the best use of JIU recommendations contained in other JIU reports and notes.

3. Intended Impact

Enhanced accountability

Enhanced effectiveness

Enhanced efficiency

Enhanced controls and compliance

Enhanced coordination and cooperation

4. Scope

As a MAR, but normally with less time and necessary resources, such follow-up inspection is covering many aspects of a single organization.

5. Methodology

- Data collection and review through public sources available on the Internet
- Review of the documentation gathered and produced by the JIU team having prepared the MAR of UNWTO (JIU/REP/2009/1), as contained in the JIU electronic archives and complemented by the focal team.
- Review of policy and strategy documentation as well as internal documents to be requested from the respective organizational units of UNWTO as appropriate.
- Use of a questionnaire with a view to obtaining relevant, consistent and comparable data concerning the operation and functions of the UNWTO in particular concerning the implementation status of JIU recommendations made in 2009 and benefits arising from this implementation.
- Interviews with the UNWTO officials at Headquarters with the major administrative units. Internal and external auditors as well as other relevant stakeholders will be contacted and covered by videoconference as needed.

- Interviews and exchanges of views with representatives of Member states appearing as most involved in the UNWTO decision making on the JIU report and recommendations.

6. Missions

- Approved travel budget: US$ 5,000
-

In order to address the specificities of the follow-up inspection, sufficient time should be allocated to meet with various officials at headquarters and representative of Member states.

UNWTO Headquarters in Madrid	1 Inspector 1 Evaluation & Inspection Officer	7 working days in one or two missions	

7. Expected output (Report, note or management letter)

The Inspector intends to present the evaluation report to the Executive Council at its 97th session in the spring of 2014.

8. Major milestones

Terms of reference	January 2013
Preliminary desk review	July/August 2013
Design/dispatch of questionnaire	August/September 2013
Main mission to UNWTO Headquarters (Madrid)	September/October 2013
First collective wisdom	November/December 2013
External comments received (4weeks)	December 2013
Final report send for translation	January 2014

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Annex 3. JIU Reports and Notes (Period of reference: 2012, 2010, 2009, 2008, 2007 and 2006)

JIU Recommendations in 2012

Report	No.	Text of the Recommendation	Current status in UNWTO/ Comments
REP/2012/13	1	The IAEA Board of Governors should recommend that the General Conference adopt provisions to limit the terms of the Director General to a maximum of two successive terms.	n.a.
	2	The Director General should develop job descriptions or terms of reference for executive managers above the D-2 level, where they do not exist, and inform the Board of Governors about measures taken to further enhance the transparency of their selection and appointment process.	n.a.
	3	The Director General should introduce a formalized annual performance mechanism for executive mangers above the D-2 level, similar to the annual compacts for senior managers in the United Nations.	n.a.
	4	The Director General should develop a corporate fundrising strategy, including exploring possiblities to broaden the donor base to include emerging economies and private sources.	n.a.
	5	The Director General should develop a comprehensive action plan for enhancing the implementation of IAEA's gender policy with adequate resources attributed to it.	n.a.
	6	The Director General should ensure that the criteria for granting long-term appointments under the Agency's mandatory staff rotation policy, as contained in the Staff Rule 3.03.1(C)(4), are consistently and strictly applied and that decisions are taken in a fair and transparent manner, with the decision-making process duly documented.	n.a.
	7	The Director General should allocate adequate financial resources for staff training and development, taking into account IAEA expenditure priorities and the resourcing practices of other United Nations system organizations, most of which spend about one per cent of their regular budget on staff development and training.	n.a.
	8	The Director General should review the current ethics function arrangements and consider establishing a separate ethics office, and report thereon to the Board of Governors before the end of 2014.	n.a.
	9	The Board of Governors and/or its Committees should have relevant JIU reports made available to Member States as official documentation under an agenda item or sub-item, as appropriate, and discuss them.	n.a.
	10	The Board of Governors should recommend that the General Conference establish an independent audit/oversight committee, whose members should be elected by Member States to represent the governing bodies' collective interests.	n.a.
REP/2012/12	1	The Secretary-General, in his capacity as Chair of the Chief Executives Board for Coordination (CEB), drawing upon the support of the United Nations Strategic Planning Network and/or a CEB ad hoc task force, should review with the executive heads the respective strategic plans of their organizations with a view to defining a coherent overarching framework and common goals for strategic planning to ensure consistency and avoid the overlap of activities across the United Nations system.	no specific action required from UNWTO
	2	The Secretary-General should, in consultation with CPC, ACABQ and relevant General Assembly committees, prepare and submit for approval to the General Assembly, an updated draft bulletin (SGB) to replace ST/SGB/2000/8, so as to adequately reflect RBM and the Organization's long-term goals in the definition of, and in the responsibilities of all parties to, the programme planning process, the programme aspects of the budget, the monitoring of implementation and the methods of evaluation.	n.a.

Report	No.	Text of the Recommendation	Current status in UNWTO/ Comments
	3	The Executive Heads of the United Nations system organizations, through the existing inter-agency coordination mechanism of the CEB, including HLCM, HLCP and UNDG, should define and agree on a commonly accepted terminology for strategic planning, and report thereon to their legislative bodies and the Economic and Social Council, in order to establish a comparison basis and facilitate aggregation in planning, monitoring, evaluating and reporting on implementation of the strategic plans of their respective organizations.	UNWTO follows the CEB and its networks and will review its methodology and terminology in accordance with CEB guidelines on strategic planning when they will be issued
	4	The legislative bodies of the United Nations system organizations should formulate and define relevant system-wide sectoral strategic frameworks through the Economic and Social Council to address the long-term goals established by the 2005 World Summit Outcome, adopted by the General Assembly in resolution 60/1, as well as those established by the missions and mandates of the system organizations as a result of global conferences.	UNWTO's long-term goals, missions and mandates are established by UNWTO's General Assembly
	5	The legislative bodies of the United Nations system organizations should instruct their respective secretariats to adopt the necessary measures by the end of 2015 to harmonize and/or align the planning cycles of their strategic plans so that all the organizations are ready to start a new harmonized reporting cycle to Member States in 2016.	Harmonization of UNWTO's planning process with overall UN planning is not demonstrated it will bring better value to UNWTO's members and could hamper its actual program of work. UN planning could be taken into account but not become mandatory
REP/2012/11	1	The Secretary-General should request the Emergency Relief Coordinator, as Chairperson of the IASC, to ensure that the Consolidated Appeals Process (CAP) is developed as an instrument to generate a strategic financial planning framework to:(a) Meet holistic resource requirements of disaster-affected countries for sustained assistance – from emergencies to early recovery, prevention, risk reduction and reconstruction – that are realistically assessed on a country-by-country basis for disaster-prone countries and countries in fragile situations; and (b) Enable all humanitarian actors to participate in common evidence-based needs assessments to mobilize and deliver adequate resources on a timely, predictable and sustainable basis.	n.a.
	2	The Secretary-General should increase transparency and accountability regarding the use of military assets directly provided as a last resort in support of affected populations, by reporting more on such cases and the resources mobilized in the budget performance reports to the General Assembly on PKOs, as well as in the periodic reports to the Security Council on the protection of civilians.	n.a.
	3	The General Assembly should mandate the Secretary-General to present, with the support of the IASC, a proposal on a set of good humanitarian funding principles advocating soft earmarking and a participatory approach, taking into account the good practices in the inclusive programme-based management and governance arrangements of CHFs at the country level and the experience made through the Good Humanitarian Donorship initiative.	n.a.
	4	The Secretary-General, with the support of OCHA and UNDP and in association with the International financial institutions (IFIs), should develop guidelines for convening and organizing relief and reconstruction conferences to ensure that funds are committed to emergency-stricken countries, including to under-funded and/or neglected humanitarian crises, in compliance with the principles of impartiality, neutrality, independence and humanity.	n.a.

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	5	The Secretary-General should request the Emergency Relief Coordinator to task the IASC with establishing system-wide general guidelines on the establishment, replenishment and provision of agency-specific emergency and recovery funds and reserves so as to enable the humanitarian and other assistance organizations concerned to extend quick and timely assistance, and bridge the gap between the commitment and mobilization of the funds required.	n.a.
	6	The General Assembly, on the basis of a report by the Secretary-General, should adopt a capacity-building policy to assist disaster-affected countries in developing national disaster insurance schemes, taking into account pioneering work initiated by the IDB, IFAD, PAHO, UNDP, WFP and WHO.	n.a.
	7	The Secretary-General, as Chair of the CEB, and with the assistance of OCHA and UNDG, should promote the development of harmonized humanitarian portfolio databases applicable at the country level, so as to bridge information from UNDP and OCHA, as well as the international finance institutions (IFIs) and multilateral development organizations.	n.a.
	8	The Secretary-General, as Chair of the CEB, and with the assistance of OCHA, UNDP and UNDG, should support, where feasible, the establishment of joint management units at the country level to ensure cost-effective, accountable and systematic management of resources, and harmonize processes, reporting data formats and methodologies on humanitarian and related development projects.	n.a.
REP/2012/10	1	In reporting to their legislative/governing bodies on human resources issues, including on the composition of the labour force, Executive Heads of the organizations under review – who are not already doing so – should report on the number of persons under each category of non-staff contractual arrangements and on the corresponding rights, benefits, costs and duties that apply to the respective categories.	The UNWTO has developed and is providing an annual report on Human Resources to the Executive Council. This report focusses on staff, as their ceiling is approved by UNWTO's General Assembly. Non-staff contracts are reported within the audited accounts as their ceiling is of a financial nature
	2	The Executive Heads of the organizations under review, acknowledging the official representational status and functions of Staff Representative Bodies and elected Staff Representatives, should facilitate their access to all available and necessary means of communication with staff-at-large, without censorship.	The UNWTO has a Staff Association which is allowed to use UNWTO's own communications channels with staff without restrictions or censorhip. Further, the Staff Association reports to the Executive Council about any matter of their interest without limitations by UNWTO's management
	3	Where such texts are currently not existent, Executive Heads of the organizations under review should adopt Staff Rules to protect staff representatives against discriminatory or prejudicial treatment, based on their status or activities as staff representatives, both during and after the end of their term of office.	UNWTO has an ethics function, which among other mandates is to provide protection against retaliation

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	4	Where joint Staff-Management bodies dedicated to SMR issues currently do not exist, the Executive Heads of the organizations under review should establish such bodies to undertake formal consultations on issues impacting upon conditions of service and staff welfare.	UNWTO's management engages regularly in consultations with staff representatives on conditions of service and staff welfare and wellbeing
	5	The Governing Bodies of the organizations under review which have a field presence should mandate their Executive Heads to ensure that when reporting on human resources issues, challenges faced by staff in the field are specifically detailed.	UNWTO has no field presence
	6	The Executive Heads of the organizations under review should allocate the appropriate resources to their respective human resources services to develop (preferably jointly with staff representatives) and implement training activities on SMR-related issues, and strongly encourage the participation of newly appointed managers and newly elected staff representatives in such training.	UNWTO has a training program which is discussed with Staff Representatives. Topics to be included in the training are part of the discussion
	7	The Executive Heads of the organizations under review should undertake staff surveys – incorporating questions that are comparable over time – at regular, two-to-four-year intervals (when feasible), to be conducted in a framework of objectivity, in particular through the participation of both staff and management representatives in the survey development process, its operation and its interpretation.	UNWTO's Secretariat is very small, hence sounding of staff opinions does not require elaborated survey processes
	8	The legislative or Governing Bodies of the organizations under review should mandate their Executive Heads to prioritize the development of a burden-sharing formula and agreement with regard to financing all costs associated with the representational function of officials of staff federations that are recognized in the ICSC statutes and rules of procedures.	UNWTO's staff association has a well accepted formula to charge its associates for its maintenance. Sponsorship of Staff Association activities by the Organization is reviewed in accordance to the relevance of the activity to the mandate of the Organization, the welfare of staff and large and budgetary restrictions
	9	In the organizations under review where formal provisions do not yet exist, the legislative/Governing Bodies should adopt regulations granting SRBs the right to effectively present statements during meetings of relevant inter-governmental organs dealing with issues related to staff welfare.	UNWTO's Staff Association Chair or its designated can address the Executive Council on the occasion of its annual report
REP/2012/09	1	The legislative/governing bodies of United Nations system organizations should request their respective executive heads to prepare a report on the usage of the lump-sum option for home leave travel which, inter alia, would compare the costs for providing the lump-sum option with those of organizing the travel for the eligible headquarter-based staff members for a period of two years. Upon consideration of the report, the legislative/governing body should decide in 2015 whether to take any action deemed appropriate.	n.a.
	2	The executive heads of United Nations system organizations should ensure, if not already done so, that the ICSC daily subsistence allowance rates are fully complied with, including the disbursement of the relevant percentage for meals and incidental expenses when accommodation is provided.	UNWTO has adjusted its internal procedures to ensure that calculation of mission reimbursements are in full compliance with Financial Regulations and ICSC directives

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	3	The legislative/governing bodies of United Nations system organizations should request their respective executive heads to suspend, if not already the case, the payment of additional DSA (15 or 40 per cent), to those officials travelling on organizational budgets.	UNWTO has effectively suspended application of additional DSA payments (15 or 40%) to staff
	5	The executive heads of United Nations system organizations should adopt a lump-sum amount to cover all travel-related expenses when a staff member and his/her eligible family members undertake home leave travel when the organization purchases the air tickets.	UNWTO prepares itemized travel authorizations for any trip whereby eligible employees or family members travel at the UNWTO's expense. Each TA requires specific authorization
REP/2012/8	1	The executive heads of United Nations system organizations should ensure that staff members receive adequate training for their specific needs throughout the system's life cycle, and that appropriate resources are allocated to training on an ongoing basis.	UNWTO has a training program which is discussed with Staff Representatives. Topics to be included in the training are part of the discussion
	2	The legislative/governing bodies of United Nations system organizations should exercise their monitoring and oversight role on their respective ERP projects on an ongoing basis, including implementation, maintenance and growth policy, cost-efficiency and achievements of the overall objectives of the projects.	n.a.
	3	The executive heads of United Nations system organizations should establish regular monitoring and reporting mechanisms for ERP projects throughout their life cycle.	n.a.
	4	The Secretary-General, in his capacity as Chairperson of the CEB, should direct the CEB HLCM to develop a common United Nations system policy regarding cloud-based solutions, before the end of 2014.	n.a.
REP/2012/7	1	The Executive Board should complete, in the context of the current WHO reform process, a comprehensive review of the governance process at regional level and put forward concrete proposals to improve the functioning of Regional Committees and subcommittees and finalize the harmonization of their rules of procedure for the consideration of Regional Committees.	n.a.
	2	The Director-General, in consultation with the Assistant Directors-General and Regional Directors, should monitor the set-up and functioning of networks and annual meetings by technical and administrative areas of work at the three levels of the Organization.	n.a.
	3	The Director-General and Regional Directors, in consultation with Member States, should agree on criteria for a minimum and robust country presence. Criteria and procedures should also be developed to open and close sub-offices subject to changing needs.	n.a.

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	4	The Director-General and Regional Directors should take action as appropriate to reposition the country support units/functions at headquarters and regions more strategically, enhance their capacity and leverage their role in harmonization and decision-making.	n.a.
	5	The Director-General, in consultation with the Global Policy Group, should revise the existing categories, grades and delegation of authority of heads of country offices in line with the size, capacity and operational needs of the country offices.	n.a.
	6	The Director-General and Regional Directors should include in their programme budgets and work plans specific objectives, activities and indicators relating to the promotion of intercountry and interregional cooperation and ensure that adequate funding is foreseen for their implementation.	n.a.
REP/2012/6	1	The Director-General should review the current headquarters organizational structure to enhance management and operational effectiveness in line with the changes to be approved in the ongoing reform process.	n.a.
	2	In the course of the ongoing management reform, the Director-General should review the number of ADG positions, formulate their job descriptions and inform the Executive Board about measures to enhance the transparency of their selection and appointment process.	n.a.
	3	The Director-General should ensure that further development of the Global Management System be undertaken on the basis of a comprehensive, Organization-wide independent evaluation of the design, operational experiences and lessons learned.	n.a.
	4	The Director-General should elaborate a long-term strategy for the functions and operation of the Global Service Centre, including its governance and financing.	n.a.
	5	The Director-General should commission an external evaluation of the preparation of publications in WHO.	n.a.
	6	The Director-General should take measures to strengthen the central content management and ownership of the WHO intranet and ensure that the staff have better knowledge and access to use available professional information existing in the Organization.	n.a.
	7	The Director-General should elaborate a concrete action plan to ensure better monitoring and a more consistent implementation of human resources policies across the Organization.	n.a.
	8	The Director-General should present a contractual model that adequately reflects the changing staffing needs and takes into account the existing financing modalities.	n.a.

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	9	The Director-General in consultation with Regional Directors should elaborate and promote an organization-wide mobility policy across all three levels of the organization with concrete targets and a set of indicators to be monitored.	n.a.
	10	The Director-General together with the Regional Directors concerned should elaborate an action plan with targets and indicators to improve gender balance and report on its implementation to the Executive Board as part of regular human resources reporting.	n.a.
	11	The Executive Board should recommend that Member States support the Director-General's efforts aimed at increasing the predictability of financing including through providing more flexible and multi-year voluntary contributions.	n.a.
	12	The Director-General should establish an appropriate formal mechanism for the resource allocation process to improve transparency and participation of different players of the Organization.	n.a.
	13	The Director-General should ensure that the compliance and control mechanisms at different levels be integrated into a coherent and comprehensive internal control framework.	n.a.
	14	The Director-General should ensure that a long-term policy on building management be elaborated and its implementation supported by organization-wide standards and guidance.	n.a.
	15	The World Health Assembly should review the long-term policy on buildings management and to provide the necessary funding for its implementation.	n.a.
	16	The Director-General should include the global information technology programmes in the agenda of the Global Policy Group to ensure that the necessary support and resources are provided.	n.a.
	17	The Director-General should initiate a UNEG peer review on the evaluation function of WHO so as to benefit from the established best practices in the United Nations system and to fully align the evaluation function of WHO with the UNEG norms and standards and present this peer review to the Executive Board no later than 2014.	n.a.
REP/2012/5	1	The executive heads of the United Nations system organizations, taking into account international labour principles, should review their policies regarding the use of non-staff personnel with a view to clarifying the criteria for choosing between staff and non-staff contractual modalities, and should monitor and assess the use of non-staff personnel in their organizations to detect and address risks in a timely manner.	The UNWTO uses non-staff contractual modalities for the completion of its program of work in accordance to job profiles non-staff employees are sought for and to resource limitations

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	2	The executive heads of the United Nations system organizations that have not yet done so should ensure that a specific consultancy policy, complemented by related guidelines and a dedicated contractual modality, is in place in their organizations.	Basic policies and criteria for non-staff contracts are in place at the UNWTO
	3	The executive heads of the United Nations system organizations should ensure that consultancy contracts in their respective organizations are complemented by comprehensive general conditions, including conflict of interest and code of conduct provisions.	Non-staff contracts provide for clear terms of reference and contractual conditions. Application to UNWTO's code of conduct is extended to all its employees.
	4	The executive heads of the United Nations system organizations, taking into account relevant international labour principles and good practices, should review the consultancy contracts in their respective organizations with a view to introducing contracts with a shorter duration in line with the ad hoc and temporary nature of the consultancy work, and developing a proper social benefits policy which considers the duration and the nature of the work performed.	UNWTO non-staff contracts take into account the nature and duration of assignments. The compensation package takes into account local conditions of the labor market.
	5	The executive heads of the United Nations organizations should ensure that there is an adequate policy on the use of retirees as consultants in their respective organizations and that compliance with this policy is effectively enforced.	Use of UNWTO's own retirees through non-staff contracts is not organization's policy. If recruited, UN norms on recruitment of retired UN officials apply. Other UN retirees may be used particularly on assignments where the UNWTO does not have a formally established function through staff positions
	6	The executive heads of the United Nations system organizations should consider appropriate modalities in order to provide consultants and other non-staff personnel with accessible and effective dispute settlement mechanisms and explore ways of listening to them and addressing their concerns.	UNWTO's Secretary General has accepted that UNWTO's staff association may address him on issues concerning non-staff
	7	The executive heads of the United Nations system organizations should ensure that roles and responsibilities for the use of consultants are clearly established and proper monitoring and internal control measures are introduced for the effective implementation of relevant policies.	Non-staff contracts provide clear indications on the non-staff roles, reporting lines and monitoring mechanisms
	8	The executive heads of the United Nations system organizations should review their roster and competition policy and practices regarding the use of consultants with a view to expanding the available pool of qualified candidates and adopting adequate competition measures, preferably adjusted to the duration and value of contracts.	Recruitment procedures for non-staff are dependent on the contract value

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	9	The executive heads of the United Nations system organizations should ensure that geographical diversity and gender balance are addressed in the consultancy policies of their respective organizations and promoted proactively.	UNWTO's is committed to promote geographical diversity and gender balance and it is seen that non-staff contracts help in achieving that goal
	10	The executive heads of the United Nations system organizations should ensure that their respective organization has an up-to-date remuneration policy for the use of consultants supported by adequate guidelines for consistent implementation.	Remuneration of non-staff is in line with local market conditions
	11	The executive heads of the United Nations system organizations should strengthen oversight on the use of consultants through effective performance evaluation, audits, monitoring and analytical internal and external reporting, with a view to ensuring proper use of contracts and efficient use of resources.	Contracts of in-house collaborators require the specific signature of the Secretary General, as it is the case for staff. Other non-staff contracts are signed by the Director of Administration upon request of the corresponding Executive Director
	12	The legislative/governing bodies of the United Nations system organizations should exercise their oversight function on the use of consultants through regular reviews of analytical information provided by the executive heads of the respective organizations.	Amounts involved in non-staff contracts are part of UNWTO's financial statements, which require Governing Bodies' approval
	13	The Secretary-General of the United Nations, as the Chairperson of the CEB, should, through the HLCM/HR network, initiate the development of a common policy approach for the implementation of recommendations 1, 2, 3, 4, 5, 6 and 10 of this report. For this purpose, the establishment of a specific task force should be considered.	n.a.
REP/2012/4	1	The legislative bodies of United Nations system organizations should direct executive heads to be guided by the 15 recruitment benchmarks proposed in this review when hiring external candidates to fixed-term positions of one year or more (JIU/REP/2012/4, para. 27).	UNWTO's recruitment processes are guided by the benchmarks referred, while some adjustments may be made to account for the specific needs of the organization
	2	Executive heads of United Nations system organizations should report periodically to the legislative bodies on the authority delegated for recruitment, the accountability mechanisms set up in relation to such delegated authority, and their results, in line with benchmark 4 (JIU/NOTE/2012/1, paras. 16-42).	P-level recruitment processes are reported to the Executive Council
	3	Executive heads of United Nations system organizations that have not yet done so should reduce the posting time for vacancies to no more than 30 days and seek the approval of the legislative bodies as appropriate (JIU/NOTE/2012/2, paras. 4-23).	UNWTO believes this is a non-desirable standard as UNWTO's web may not be as closely scrutinized as the UN's for job seekers, hence longer posting periods maybe warranted

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	4	CEB/HLCM should continue to pursue initiatives for harmonizing business practices in recruitment and should extend the scope of its activities in this area (JIU/NOTE/2012/2, paras. 115-121).	n.a.
REP/2012/3	1	The General Assembly should recommend at its sixty-seventhsession that a national focal point on oceans and related issues in each country beestablished, if it does not exist, to enhance communication between delegates of thesame country with the various United Nations meetings/entities dealing with oceansand coastal issues, to ensure coherence of the relevant national positions.	n.a.
	2	The Secretary-General, as the chair of the CEB, should request UN-Oceans to revise its Terms of Reference, which should be reviewed periodically every three to four years, paying particular attention to avoiding possible overlaps with existing mechanisms and taking into consideration the relevant outcomes of Rio+20.	n.a.
	3	The legislative and governing bodies of the organizations that are members of UN-Oceans should, not later than 2013, direct their executive heads to mobilize the necessary resources to establish a small dedicated secretariat to work on UN-Oceans, taking into consideration the experience of other United Nations mechanisms.	UNWTO's involvement on the initiative does not justify the creation of such secretariat
	4	The Secretary-General, as the chair of the Chief ExecutivesBoard for Coordination, should, not later than 2013, direct the High LevelCommittee on Programmes to develop operational guidelines (internal workingprocedures) for UN-Oceans' decision making, membership, meetings and task forcearrangements and clarify reporting and other governance issues.	n.a.
	5	The General Assembly at its sixty-seventh session should request the Secretary-General, as the chair of the Chief Executives Board for Coordination, to ensure that the three mechanisms, namely UN-Oceans, UN-Energy and UN-Water, institutionalize their coordination efforts under the High Level Committee on Programmes.	UNWTO's cooperation on these matters is limited by the mandate and resources approved for the biennial program of work and budget
REP/2012/2	1	Executive heads of United Nations system organizations should require their staff members to ensure that copies of all sick leave certificates and reports (where applicable) are submitted to their respective medical/occupational health services.	UNWTO's practice complies with this requirement
	2	The United Nations Medical Directors Working Group should establish a set of common information requirements to be included in sick leave certificates and reports.	n.a.

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	3	Executive heads of United Nations system organizations should ensure that sick leave certificates and reports for staff contain the information requirements agreed by the United Nations Medical Directors Working Group.	UNWTO's administration does not have access to sick leave certificates. UNWTO's medical service may follow up as appropriate with the corresponding physician on any required information
	4	The executive heads of United Nations system organizations should, in consultation with their respective human resources department and medical/occupational health services, design and implement an absence management module, in particular absence due to sick leave, for staff with supervisory or managerial responsibilities.	UNWTO's size does not justify the expenses derived from the development of such system
	5	The legislative bodies of United Nations system organizations should require executive heads to provide them with comprehensive annual or biennial reports on sick leave, including statistical and cost data, and measures taken by the organization to reduce sick leave absenteeism.	Absenteesm due to sick leave is not perceived as a risk area at the UNWTO.
	6	The High-Level Committee on Management of the Chief Executives Board should, through its finance and budget and human resources networks, develop a methodology to calculate the burden of disease/illness within the organizations.	n.a.
	7	Executive heads of United Nations system organizations should, in consultation with their respective human resources department and medical/occupational health services, design and implement a return-to-work policy for their staff members.	UNWTO's size does not justify the development of an elaborated generic return to work policy. Rather, individual cases are dealt by HR, UNWTO's physician and the employee as appropriate
REP/2012/1	1	The legislative bodies of UNCTAD should take their responsibilities in reaching their agreed conclusions without any interference from the supporting services of the secretariat, which should only be requested to process the resulting intergovernmental parliamentary documentation.	n.a.
	2	The Secretary-General of UNCTAD should coordinate with the Director-General of UNOG the preparation and signature of an MoU covering all working arrangements in the area of administration and conferences services.	n.a.
	3	The Secretary-General of UNCTAD should launch a structured long-term strategy of partnerships complemented by a pro-active fund-raising strategy and negotiate respective Memoranda of Understanding with all of UNCTAD's partners for development.	n.a.

Report	No.	Text of the Recommendation	Current status in UNWTO/ Comments
	4	The Secretary-General of UNCTAD should define and elaborate, as a matter of priority, a clear RBM-integrated framework and implementing strategy, containing the elements described in paragraph 109, to translate the general programmatic mandates as part of the United Nations Secretariat into long-term, mid-term and short-term programmes, in line with the priorities established by the member States of UNCTAD, with a clear delineation of responsibilities and a transparent, written definition of delegation of authority and accountability and to present it for consideration and approval by the TDB.	n.a.
	5	The Secretary-General of UNCTAD should reconsider, in consultations with the Member States, to reinstate the Division of Management to be headed by a Director at D-2 level to supervise and ensure the coordination of all support services previously under his/her direct reporting lines.	n.a.
	6	The Secretary-General of UNCTAD should ensure that recruitment processes are fair and transparent, with the prevailing selection criteria being based on the competencies of the candidates, and that the overall process is completed within time targets set up for the United Nations secretariat.	n.a.
	7	The Secretary-General of UNCTAD should elaborate, in close consultations with the member States, a well-defined corporate fund-raising strategy with clear objectives, goals, priorities and targets in a results-based management approach containing clear lines of responsibility and accountability of the parties involved, to be considered for adoption by the Trade and Development Board.	n.a.
	8	The Secretary-General of UNCTAD should take action to upgrade and strengthen the Technical Cooperation Service, transforming it into a fully-fledged division which is instrumental in coordinating and providing support to other substantive divisions in matching needs and resources to deliver technical assistance to beneficiary countries, leading the definition andimplementation of a corporate fund-raising strategy for UNCTAD, and coordination partnerships for development.	n.a.
	9	Beside the current earmarked and proposed cluster trust funds, the Secretary-General of UNCTAD in consultation with the Trade and Development Board should seek authorization from the General Assembly to establish a non-earmarked general trust fund to support UNCTAD substantive operations, in particular its research and analysis work and technical cooperation activities.	n.a.
	10	The Secretary-General of UNCTAD should establish a permanent interdivisional steering committee involving all Directors, the Chief of the Resources Management Section, the Chief of the Intergovernmental Support Service and the Chief of the Technical Cooperation Service to coordinate the preparation of work programmes, oversee and monitor their implementation, evaluate their performance and report on lessons learned and achievements.	n.a.
	11	The Conference should direct the Secretary-General of UNCTAD to ensure the sufficient allocation of resources for strengthening an independent and efficient evaluation capacity within the UNCTAD secretariat.	n.a.

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NOTE/2012/1	2	Executive heads of United Nations system organizations should report periodically to the legislative bodies on the authority delegated for recruitment, the accountability mechanisms set up in relation to such delegated authority and their results, in line with benchmark 4 above.	UNWTO's reports about recruitment processes to the Executive Council
NOTE/2012/2	3	Executive heads of United Nations system organizations that have not yet done so should reduce the posting time for vacancies to no more than 30 days and seek the approval of the legislative bodies as appropriate.	UNWTO believes this is a non-desirable standard as UNWTO's web may not be as closely scrutinized as the UN's for job seekers, hence longer posting periods maybe warranted
	4	CEB/HLCM should continue to pursue initiatives for harmonizing business practices in recruitment and should extend the scope of its activities in this area.	UNWTO stands ready to continue its cooperation on HR matters within CEB
NOTE/2012/3		**No recommendations**	n.a.
NOTE/2012/4	1	Executive heads of the United Nations system organizations should, without delay, discontinue the use of clocking systems for the purposes of monitoring flexible working arrangements.	n.a.
	2	Executive heads of the United Nations system organizations should institute training courses, within existing resources, for managers on how to manage employees on FWAs in a results-based organization. Such training should be incorporated into the general managerial training.	n.a.
	3	Executive heads of the United Nations system organizations which offer flexitime should eliminate, without delay, the practice of allowing large groups of staff to automatically accrue credit hours in excess of the normal working hours per week in exchange for extra days off.	n.a.
	4	The CEB, through its HLCM and HR Network, should, without delay, agree on one definition and one term for flexibility in hours of work (e.g. flextime), and one definition and one term for flexibility in place of work (e.g. telecommuting). There should be a common understanding of	n.a.
	5	The CEB, through its HLCM and HR Network, should, without delay, promulgate two policies: one for flextime and one for telecommuting.	n.a.

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JIU Recommendations in 2010

Report	No.	Text of the Recommendation	Current status in UNWTO
REP/2010/10	1	The Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice should hold joint reconvened sessions that would serve as an integrated governing body, tasked to oversee budgetary and programmatic activities of the Office.	n.a.
	2	The Executive Director should establish a consolidated review of all mandates entrusted to the Office, including resources required and allocated, as well as status of implementation. On that basis, the Executive Director should submit, at the earliest opportunity, a prioritization document to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice.	n.a.
	3	The General Assembly should ensure that core functions of the Office are funded by regular budget resources, starting at the 2012-2013 biennium, to enable UNODC to carry out its mandates in a consistent and sustainable manner.	n.a.
	4	The Executive Director should commission a study on the feasibility, benefits and drawbacks of merging the Fund of the United Nations International Drug Control Programme and the	n.a.
	5	The Executive Director should institute a corporate mechanism to oversee the financial situation of the Office and to determine overall resource allocation, notably aiming at increasing transparency so as to strive for reducing earmarking of contributions.	n.a.
	6	The Executive Director should formulate a fund-raising strategy to further enlarge the Office's donor base.	n.a.
	7	The Executive Director should conduct a functional review of all UNODC divisions, sections and units, in order to align them as part of a reconfirmed and prioritized framework for action of the Office as proposed in recommendation 2.	n.a.
	8	The Executive Director should undertake a comprehensive review and assessment of coordination mechanisms and procedures within the Office and take appropriate measures for improvement by the end of 2012.	n.a.
	9	The Executive Director should present an independent evaluation of thematic and regional programming and report on its implementation status, impact and lessons learned to the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice by the end of 2013.	n.a.

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Report	No.	Text of the Recommendation	Current status in UNWTO
	10	The Executive Director should consult at the earliest opportunity with the Administrator of the United Nations Development Programme in order to review and update the existing Memorandum of Understanding with a view to include provisions for the assessment of services.	n.a.
	11	The Executive Director should undertake further measures to improve the gender balance at senior level, including for Field Representatives.	n.a.
	12	The Executive Director should establish a clear plan of action to broaden the diversity of the Professional workforce, as well as of the pool of consultants, in particular by considering more candidates from developing countries.	n.a.
	13	The Executive Director should undertake measures to create, by the end of 2011, an internal system to monitor the implementation of recommendations made by relevant oversight bodies.	n.a.
	14	The Executive Director should modify at the earliest opportunity the existing reporting lines of the INCB secretary, and place this position directly under his responsibility in the organizational structure.	n.a.
REP/2010/9	1	The General Assembly should set a clear mandate for the Global Compact Office at its 66th session and request the Secretary-General to publish within one year a bulletin outlining its functions in accordance with the mandate entrusted to it.	n.a.
	2	The General Assembly should request the Global Compact Office to prepare and submit a long-term strategic framework for its consideration without delay. Such framework should outline the long-, medium- and short-term objectives of the GCO, in accordance with the mandate entrusted to it.	n.a.
	3	The Secretary-General should, as previously proposed, regroup the GCO and UNOP under one umbrella, building on their complementarities and distinctive roles, and clearly delineate their respective responsibilities, risdiction, monitoring tools and reporting requirements so that the GCO can focus on the implementation of the ten principles by businesses, and UNOP on developing United Nations business partnerships and related capacities.	n.a.
	4	The Global Compact Office should seek to adopt, after consultation with all stakeholders, a policy decision on the composition of participants by category and geographical region, in order to ensure an appropriate balance between the number of Global Compact participants and qualitative representation, and reinforce the universal application and relevance of the ten principles.	n.a.

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	5	The General Assembly should call for the institution of a selection process in which business and non-business applicants are screened against pre-set entry criteria, so as to mitigate brand management risk and enhance the Office's accountability for accepting new participants in the Global Compact initiative.	n.a.
	6	The Secretary-General, in his capacity as Chairman of the Global Compact Board, should submit to the consideration of the Board concrete measures to reinforce accountability in the implementation of the Integrity Measures, including (a) closer scrutiny of COPs by local networks and civil society; (b) type and frequency of monitoring of COPs by the GCO; (c) submission of COPs by non-business participants; and (d) more proactive and transparent handling of complaints.	n.a.
	7	The Global Compact Office should put in place a robust funding strategy that addresses the need to increase and diversify contributions from Member States, and to achieve more balanced public and private funding so as to enhance effectiveness, transparency and accountability.	n.a.
	8	The General Assembly should request the Secretary-General to ensure that the flexible application of existing United Nations rules and procedures, with regard to the special management, support, funding structure and position of the Global Compact, is accompanied by appropriate transparency and accountability safeguards. In particular, the Global Compact Office should be required to include in its Annual Review information on its total budget requirements, actual staffing and all income and expenditure incurred on behalf of the Office under the Trust Fund and the Foundation for the Global Compact.	n.a.
	9	The GCO should devise a Plan of Action to provide local networks with more effective guidance on how to achieve self-reliance and ownership in implementing the ten principles, taking into account their various needs, including language diversity.	n.a.
	10	The GCO should ensure a better balanced geographical presence and a more coherent approach to the work of the global/regional support centres in order to create synergies between its global and local structures, and enhance cooperation and coordination among these centres and between the regional centre and networks within the same region.	n.a.
	11	The GCO should focus on developing global partnerships to promote the implementation of the ten principles, and review them periodically in order to disseminate best practices and lessons learned from.	n.a.
	12	The Secretary-General should reinstate the advisory role of the Inter-Agency Team.	n.a.
	13	The Secretary-General should encourage local networks to nominate candidates to the Global Compact Board.	n.a.

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	14	The Secretary-General should propose to the General Assembly the participation of Member States representatives and SMEs on the Global Compact Board.	n.a.
	15	The GCO should include in its Annual Review a self-assessment of its performance in relation to approved objectives and indicators, as defined in its programme budget and mandate.	n.a.
	16	The GCO should periodically commission independent evaluations of the impact of its activities in relation to approved objectives and indicators, as defined in its programme budget and mandate.	n.a.
REP/2010/8	1	The Chief Executives Board for Coordination (CEB), through its High-Level Committee on Management (HLCM), should agree urgently on the contents and uniform use across the United Nations system of one legal instrument to regulate staff mobility among organizations of the United Nations common system. It should also define, inter alia, the respective responsibilities of organizations with regard to the allocation of financial liabilities related to the different types of staff movements.	n.a.
	2	The Chief Executives Board for Coordination (CEB), through its High-Level Committee on Management (HLCM), should develop system-wide standards for the systematic collection, monitoring and consistent reporting of staff mobility relevant data, including inter-agency mobility and mobility internal to the respective organizations.	n.a.
	3	The Chief Executives Board for Coordination (CEB), through its High-Level Committee on Management (HLCM), should elaborate a plan of action, including specific deadlines and responsibilities, for the development of one set of common staff regulations and rules applicable to the whole United Nations common system.	n.a.
	4	The executive heads of the organizations of the United Nations common system should review their internal staff mobility and/or staff rotation schemes from a system-wide perspective, in order to make them supportive, consistent and coherent with inter-agency mobility initiatives.	UNWTO has little chance to benefit from UN-wide staff mobility as most of its positions have no alternative replacement within the program, nevertheless UNWTO follows the inter-organisation mobility agreement
	5	In the context of the CEB, the executive heads of the organizations of the United Nations common system should review their internal relevant rules, with a view to granting that all vacant posts within their respective organizations are open to all United Nations staff members, including those working in other system organizations on an equal basis as those established for their own staff.	UNWTO does not have special vacancies for internal staff. In open competitions, UN staff deserve particular attention by the appointment and promotion board as UN expertise is always a valuable asset for selection processes
	6	The Chief Executives Board for Coordination (CEB), through its High-Level Committee on Management (HLCM), should elaborate an inter-agency common system policy, including its legal framework, for new contracts and the subsequent induction of new staff joining any organization of the common system with a view to developing a common system culture.	n.a.

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	7	The Chief Executives Board for Coordination (CEB) should consider introducing new staff rotational/mobility schemes at a system-wide level and with a view to facilitating the voluntary participation of staff in humanitarian and/or peacekeeping activities.	n.a.
	8	The Chief Executives Board for Coordination (CEB) should consider introducing new inter-agency staff mobility initiatives at a system-wide level based on the concept of common and specific occupational networks.	n.a.
	9	The legislative bodies of the organizations of the United Nations common system should bring to the attention of the host countries' authorities the need to facilitate the access to local labour markets for the spouses of staff members of international organizations, through, inter alia, the granting of work permits or similar arrangements.	UNWTO has obtained from the Host Government spouses's working permit
	10	The executive heads of the organizations of the United Nations common system should systematically assess the performance of work/life balance programmes periodically and include, inter alia, a cost-benefit analysis of such programmes as part of their regular performance reporting.	UNWTO's HR management is always proactive in securing reasonable workload and working conditions to its employees, including work/ life balance
REP/2010/7	1	The legislative bodies of the United Nations system organizations should strengthen the integrated management of the regular budget and extrabudgetary resources in order to ensure that the extrabudgetary resources, including the trust funds, are in line with the strategic and programmatic priorities of the organizations.	UNWTO has a low ratio of extra-budgetary to total resources. Acceptance of XB funds is conditioned to the approval of an agreement whose coherence with the approved program of work is verified
	2	The legislative bodies of the United Nations system organizations should invite all donors to respond favourably to the efforts made by the organizations to increase the portion and volume of thematic trust funds and other types of pooled funds, in order to facilitate more efficient trust fund management.	UNWTO's governing bodies are provided detailed reports on extra-budgetary funds received and the goals of such funds, but donors are given the option to choose the specific area of priority
	3	The executive heads of the United Nations system organizations should ensure that risks related to trust funds are assessed, and measures are taken to manage them.	Financial management of trust funds is done under similar processes and controls than any other UNWTO fund
	4	The executive heads of the United Nations system organizations should review, consolidate and update existing legal instruments relating to the administration and management of trust funds in their organizations, and ensure that they are available to and accessible by all staff concerned in a user-friendly format.	Regulations and internal procedures for trust fund management is available to UNWTO staff, as for financial management of any other fund
	5	The Secretary-General, in his capacity as Chairman of the CEB, should develop a common position regarding the conditions and modalities for accepting and receiving resources for trust funds from regional financial institutions and development banks. Once such a common position has been developed, the rules, regulations and policies of the organizations should be updated and submitted to the respective legislative bodies for approval.	n.a.

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	6	The Secretary-General, in his capacity as Chairman of the CEB, should revitalized the inter-agency work with a view to come to an agreement among the United Nations system organizations on the harmonization of cost recovery policies and principles for trust funds, as well as activities financed by other extrabudgetary resources. Such cost recovery policy should include an unambiguous rule on the programme support cost (PSC) rate and the categories of costs to be charged directly to the programmes.	n.a.
	7	The legislative bodies of the United Nations system organizations should review the harmonized cost recovery policies and principles for trust funds and activities financed by other extrabudgetary resources, once they have been agreed within the CEB, with a view to updating the cost recovery policies of their organizations accordingly.	UNWTO's financial regulations provide specific policy for cost recovery
	8	The executive heads of the United Nations system organizations should ensure that their current and future ERP systems can provide the required financial data for managing, monitoring and reporting on trust funds and trust-fund-financed activities.	UNWTO has no ERP system at the present time
	9	The executive heads of the United Nations system organizations should review and update the provisions for delegation of authority with regard to trust fund management with a view to adjusting to the changing and increasing role of the regional and country offices.	UNWTO has no regional or country offices
	10	The executive heads of the United Nations system organizations should ensure that training programmes for field staff include adequate training on trust fund administration and management.	UNWTO has no field staff
	11	When preparing their internal audit plan, the heads of internal audit in the United Nations system organizations should ensure that appropriate attention is given to the risks directly related to the operation and management of trust funds, including, but not limited to, large trust funds.	UNWTO's trust funds are of moderate amounts and its financial implementation has very limited risks
	12	The Executive Board of UNDP should put on its agenda the experiences and lessons learned from the operations of UNDP/MDTF Office with a view to presenting it to ECOSOC for consideration within the framework of the TCPR/QCPR.	n.a.
	13	The Secretary-General, in his capacity as Chairman of the CEB, should request UNDG to review the current framework for auditing MDTFs in close collaboration with the heads of internal audit of the organizations participating in MDTFs, with a view to incorporating risk-based planning concepts, enhancing MDTF audit coverage, and achieving more integrated audits.	n.a.
REP/2010/06	1	The legislatives bodies should request their respective executive heads to issue regular progress reports on the implementation status of IPSAS.	UNWTO regularly reports to the Governing Bodies on IPSAS progress

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	2	The legislative bodies should provide the support, staffing and funding required to ensure successful and effective transition to IPSAS.	UNWTO has secured governing bodies approval of funds to implement IPSAS project
	3	The Executive Heads should ensure that the set of 16 best practices identified in the present JIU report is applied when implementing the IPSAS project	UNWTO is implementing IPSAS with a keen effort to reduce costs and learn from other bodies' lessons
REP/2010/5	1	The internal audit/oversight head should review, at least every three years, the content of the internal audit charter and FRR pertaining to internal audit for compliance with the International Standards for the Professional Practice of Internal Auditing and present the results of such a review to the executive head and the oversight/audit committee, and any proposed change should be submitted to the legislative/governing body for approval, in order to enhance the independence, role, status and functional effectiveness of the audit function.	n.a.
	2	The internal audit/oversight heads at the United Nations organizations should confirm the independence of the internal audit function annually to the audit/oversight committee, which should report to the legislative/governing body on any threat to or interference with the independence of the internal audit activity and suggest remedial measures, so as to enhance its effectiveness.	n.a.
	3	The legislative/governing bodies should direct the executive heads of the United Nations system organizations concerned to facilitate the submission of the internal audit planning and audit results to the audit/oversight committees, where appropriate, for the latter's review.	n.a.
	4	The executive heads of United Nations organizations should ensure that audit staff are selected in accordance with staff regulations and rules, based on audit qualifications and experience as the main selection criteria. These staff should be selected independently from management and administrative influence, so as to ensure fairness and transparency, increased effectiveness and independence of the internal audit function.	n.a.
	5	The internal audit/oversight heads should ensure that recruited staff possess audit or other relevant experience as well as professional certification in audit or accounting at entry level/promotion, in line with best practices.	n.a.
	6	The audit/oversight committees should, as appropriate, review the risk-based needs and planning process of the internal audit and provide guidance on how to improve it.	n.a.
	7	To enhance efficiency, the legislative/ governing bodies at the organizations concerned should direct executive heads to review audit staffing and the budget prepared by the internal audit/oversight head, taking into consideration the views of the audit/oversight committees, where appropriate, and should suggest to the executive heads an appropriate course of action, to ensure that the audit function is adequately resourced to implement the audit plan.	n.a.

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Report	No.	Text of the Recommendation	Current status in UNWTO
	8	To enhance accountability and transparency, the legislative/governing bodies concerned should require the internal audit/oversight head to submit to them, annually in writing, his or her report on the results of the audit activity and to publish such annual reports on the organizations' websites. The annual reports should refer to the implementation of the audit plan, major risks, the audit ranking of the audited entities, governance and control issues, key findings, recommendations and implementation of prior outstanding recommendations, as well as to any independence, resources or other issues that impact negatively on the effectiveness of the audit activity.	n.a.
	9	Senior management and internal audit/oversight heads should, as appropriate, improve their systems to follow up the implementation of audit recommendations in line with best practices including electronic tracking, monitoring, reporting to executive heads or a management committee at least biannually and to governing/legislative bodies annually, and disclosure of non-implemented high-risk audit recommendations. For the same reason, senior management should ensure timely provision of information on the status of implementation of recommendations to the internal audit/oversight heads. Necessary resources should be allocated to strengthen/establish the system or approval should be sought from legislative/governing bodies to that end.	n.a.
	10	To ensure transparency and accountability, the legislative/governing bodies at the United Nations system organizations concerned should ensure that internal audit is subject to independent external quality assessment or self-assessment with external independent validation in line with the Institute of Internal Auditors (IIA) standards every five years and should ascertain that corrective action is taken to bring the internal audit activity into general conformity with IIA standards.	n.a.
	11	The legislative bodies should request the independent audit/oversight committees at United Nations system organizations to review the performance and mandate/audit engagement of external auditors at least every five years, in consultation with the executive heads, and to submit the outcome of such review to the legislative/governing bodies as part of their annual report.	n.a.
	12	The legislative bodies of the United Nations system organizations should, after consulting the independent audit/oversight committee, select an external auditor among competitive and interested supreme audit institutions (SAIs) for a term of four to six years, not immediately renewable. Candidacies should be screened by a subsidiary committee of the legislative/governing body against established criteria/requirements including rotation and geographical representation.	UNWTO's external auditors are appointed by the General Assembly on a biennial basis
	13	To enhance accountability and transparency, the legislative/governing bodies should require that the financial statements be finalized no later than three months after the end of the financial period to enable the external auditor to submit his/her report, first to the audit/oversight committee and then, no later than six months after the end of the financial period to the legislative/governing body, and to have it published on the website of the organization.	UNWTO's end of year audited accounts are reviewed at the first Executive Council of the following year, which is held within the first semester. Work program to achieve adequate delivery of audited accounts is satisfatory.
	14	The legislative/governing bodies in the United Nations system organizations direct the executive heads at each organization to inform them of all third-party audit/verification requests, after consulting the audit/oversight committees and the external auditors.	UNWTO reports to its governing bodies about all the activities of its external auditors

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	15	To enhance accountability, controls and compliance, the legislative bodies should revise the mandates of audit/oversight committees to include the review of both internal and external auditors' performance as well as other responsibilities, including governance and risk management.	n.a.
	16	The legislative bodies should require that the charter of the audit/oversight committees be reviewed regularly, at least every three years, and any change be submitted for the approval of the legislative bodies.	n.a.
	17	The legislative/governing bodies should elect/appoint the audit/oversight committee members, the number of whom should vary between five and seven members with due regard to professional competency, geographical distribution and gender balance so as to represent the governing bodies' collective interests. The candidates should be screened by a committee, unless the audit/oversight committee is a subcommittee of the legislative/governing bodies, to ensure compliance with the said requirements, including independence before their appointment.	n.a.
	18	To ensure transparency and disseminate best practices, the chair of the audit/oversight committee should submit at least one annual report directly to legislative/governing bodies with separate comments by executive heads, if any, which should be published on the website of the organization, in line with best practices.	n.a.
REP/2010/4	1	Executive heads should adopt the first nine benchmarks set out in this report with a view to ensuring that the ERM approach is accepted and implemented in line with best practices.	UNWTO considers the risks relevant to its operations, with due regard to the level of resources involved. Implementation of a full-fledged ERM could become a risk by itself as resources would be consumed by risk assessments in lieu of operations
	2	Governing bodies should exercise their oversight role regarding the adoption of ERM benchmarks set out in this report, the effectiveness of implementation and the management of critical risks in their respective organizations.	Critical risks for the UNWTO are identified and managed in consultation with Governing Bodies
	3	CEB through the High-level Committee on Management (HLCM) should adopt benchmark 10 of this report with a view to facilitating inter-agency cooperation, coordination, knowledge sharing, and the management of common and cross-cutting risks, for more effective and efficient risk management throughout the system	n.a.
REP/2010/3	1	The legislative bodies of the smaller organizations should direct their respective executive heads to put forward proposals for providing the ethics function through either a joint ethics office established by a group of rganizations on a cost-sharing basis or in-sourcing to the ethics office of another organization on a cost-sharing/costrecovery basis.	UNWTO has outsourced implementation of ethics function to UNOPS

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	2	The executive heads should ensure that the post of head of the ethics office in their respective organizations has ethics qualifications and experience as a requirement, and this should be included in the job description for the post and in the vacancy announcement.	UNWTO has outsourced implementation of ethics function to UNOPS
	3	The executive heads should ensure that the vacancy for the appointment of the head of the ethics office in their respective organizations is open to both internal and external candidates on an equal basis, and that the vacancy announcement is widely publicized.	UNWTO has outsourced implementation of ethics function to UNOPS
	4	The executive heads should ensure that the vacancy announcement for the appointment of the head of the ethics office in their respective organizations is prepared in full consultation with the staff representatives.	UNWTO has outsourced implementation of ethics function to UNOPS
	5	The executive heads should ensure that a staff representative serves on the appointment board for the selection of the head of the ethics office.	UNWTO's management discussed with the Staff association the selection of UNOPS as service provider
	6	The legislative bodies should direct their respective executive heads to apply term limits to the appointment of the head of the ethics office, which should be a nonrenewable appointment of seven years, or no more than two consecutiveappointments of four or five years, with no possibility of re-employment by the same organization.	not applicable as function outsourced to UNOPS
	7	The legislative bodies should direct their respective executive heads to ensure that the head of the ethics office submits an annual report, or a summary thereof,unchanged by the executive head, directly to the legislative ody, together with any comments of the executive head thereon.	CE/94/3(III)(e) regulates reporting modalities
	8	The legislative bodies should direct their respective executive heads to ensure that the head of the ethics office has informal access to the legislative bodies which is enshrined in writing.	CE/94/3(III)(e) regulates reporting modalities
	9	The executive heads of United Nations system organizations who have not already done so should expedite the process of seeking membership for their respective organizations in the United Nations Ethics Committee.	UNWTO has outsourced implementation of ethics function to UNOPS, including representation at ethics network
	10	The executive heads should ensure that mandatory ethics training is provided to all staff of their respective organizations, and should take the lead by participating in this training, including mandatory refresher courses that should take place every three years.	CE/94/3(III)(e) and contract with UNOPS for provision of ethics services clarify this point
	11	The executive heads should undertake biennial staff surveys on integrity awareness and publicize the results on the intranets of their respective organizations.	CE/94/3(III)(e) and contract with UNOPS for provision of ethics services clarify this point
	12	In cases where a prima facie case of retaliation or threat of retaliation has been found by the organization's ethics office and the internal oversight office declines to undertake the investigation, the executive head, or the head of the ethics office, should refer the matter to the Joint Inspection Unit for investigation.	UNWTO's office circular for protection against retaliation clarifies handling of cases

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	13	The executive heads of those organizations that have not already done so should introduce a comprehensive financial disclosure policy as a matter of urgency, including annual review and random verification by the respective ethics offices of the financial disclosure statements of all officials concerned.	CE/94/3(III)(e) and contract with UNOPS for provision of ethics services clarify this point
	14	Executive heads should ensure that the head of the ethics office in their respective organizations is a member of the senior management group and participates in all of its meetings, and should promulgate an administrative instrument to that effect.	UNWTO has outsourced implementation of ethics function to UNOPS
	15	The executive heads should hold an annual "town hall" meeting with the staff including a specific agenda item on ethics.	UNWTO's SG meets several times through the year with staff at large on issues of concern to staff
	16	The legislative bodies should direct their respective executive heads to file a financial disclosure statement, which should be reviewed in the same manner as for all other staff members who are required to file such tatements.	CE/94/3(III)(e) and contract with UNOPS for provision of ethics services clarify this point
	17	The legislative bodies should direct their respective executive heads to put forward proposals for an internal mechanism to be established that would set out the modalities for the ethics office and/or the internal oversight ervice to investigate or undertake reviews of allegations brought against the executive head of the organization, including reporting the outcome of the investigation or review directly to the respective legislative body.	CE/94/3(III)(e) and contract with UNOPS for provision of ethics services clarify this point
REP/2010/2	1	The executive heads of United Nations system organizations should support the activities of the Inter-Agency Travel Network through active participation and attendance of their respective travel managers at their annual meetings and encourage the adoption of the IATN statutes stating their goals, objectives and procedures.	UNWTO is an active member of the IATN
	2	The executive heads of the IOG Member Organizations should consider the creation and financing of two positions for the Working Groups on Joint Airline Negotiations and Travel Agency/Visa Processing Services through ECA savings in order to improve service quality and efficiency.	n.a.
	3	The executive heads of United Nations system organizations should ensure, where this has not already been done, the exploitation of all available options to revise and upgrade their ERP system travel modules.	n.a.
	4	The executive heads at United Nations system organizations should ensure that information on travel policies (including entitlements and procedures) is updated and made easily available to staff.	UNWTO provides to staff thorugh Circular and Office Instructions all relevant information of travel procedures
	5	The executive heads of United Nations system organizations should ensure inclusion in the travel arrangements workflow of provisions for the staff member to indicate, thereby assuming responsibility, that he/she has ndertaken the required security training and requested security clearances, obtained medical clearance for travel when applicable, requested the required visas and possesses a valid UNLP, should such requirements not be in place.	Travel Authorization processes ensure traveller takes responsibility for these items

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	6	The executive heads of United Nations system organizations and other international organizations using a city as a gateway for travel should reach agreement to jointly negotiate for preferential airfares, should they not have done so.	UNWTO is the sole UN Agency Headquartered in Madrid. It negotiates travel discounts with air carries as appropriate
	7	The executive heads of the United Nations system organizations should incorporate procedures accepting self-certification of the travel as authorized, for those travel claims for which no additional funds have been requested by the traveller.	Back-to-Office reports and Travel Reimbursement Claim procedures are consistent with such requirement
	8	The executive heads of the United Nations system organizations should strengthen procedures if this has not already been done, imposing severe penalties for cases of fradulent travel claims	UNWTO travel procedures clarify responsibility is on traveller for inadequate travel reporting
	9	The governing bodies of the United Natios system organziations should request the executive heads to provide reports on travel expenditures, by reporting period and steps traken to rationalize travel costs.	UNWTO reports to its governing bodies on all its expenses
REP/2010/1	1	The Secretary-General as Chairman of the United Nations System Chief Executives Board for Coordination, should: (a) Assemble systematically and update intergovernmental instruments and internal guidelines on in-house environmental management with the assistance of the EMG and under the guidance of author bodies; (b) Ensure that the CEB streamlines these documents into common guidelines to serve as a basis for developing in-house environmental management systems adapted to the respective needs of the organizations of the United Nations system; (c) Submit a periodic report to the General Assembly on the progress made on the development of principles and policies applicable to in-house environmental management.	n.a.
	2	The General Assembly should periodically review the application of principles and policies on in-house environmental management on the basis of the report of the Secretary-General on this subject.	n.a.
	3	The General Assembly should request the Secretary-General to report by its sixty-sixth session on the current status of implementation of the climate-neutral initiative and its contribution to improving the environmental profile of the United Nations system, including identification of administrative and budgetary requirements to support its implementation, and seek guidance from Member States on the management framework and financing of resources required for its implementation.	n.a.

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	4	The executive heads of the organizations, in consultation with the Chief Executives Board, should: (a) Put in place common administrative and financial guidelines to integrally record and report in the proper budget lines those expenditures incurred both in reducing CO2 emissions and in purchasing carbon offsets for the implementation of the Strategy for a climate-neutral UN; and (b) Improve the measurement and reporting of the environmental practices and expenditures of their organizations through the use of the environmental management accounting document developed by the United Nations/DESA so as to better disclose financial and environmental decisions.	The UNWTO monitors CO2 emissions due to mission work. In addition, it has a program whose mandate is the promotion of Sustainable Tourism Development practices
	5	The Secretary-General, acting as Chairman of the Chief Executives Board, in close coordination with the Executive Secretary of UNFCCC and with the assistance of the Environment Management Group, should launch an internal clearing-house mechanism to offset those emissions that cannot be reduced through in-house environmental measures by using the Clean Development Mechanism without prejudice to carbon offsets made through the existing mechanisms and/or initiatives already under way within the United Nations system.	n.a.
	6	The executive head(s) of organization(s) should negotiate,wherever appropriate, with the host country(ies) where their respective organizations are located agreements providing for support by the host country for the implementation of the plans and policies of United Nations system organizations to green their premises and offices, ultimately to be added as an annex to the headquarters agreement.	The UNWTO has reviewed its premises requirements, including environmental concerns, and submitted it to Host Country authorities for consideration
	7	The Secretary-General, acting as Chairman of the Chief Executives Board, should: (a) Extend his leadership, with the assistance of the Executive Director of UNEP, in promoting system-wide overall in-house environmental management policies; (b) Issue a statement of his initiative through the CEB towards defining a time-bound common framework for in-house environmental strategies designed to promote compliance by its member organizations with all multilateral environmental agreements; (c) Ensure that each executive head of CEB member organizations establishes, implements, and improves an environmental management system adapted to their situation and based on an environmental management policy.	The UNWTO has a program whose mandate is the promotion of Sustainable Tourism Development practices
	8	The executive heads of those organizations participating in the United Nations centres common support services in the locations where their premises and offices are established should agree to introduce environmental considerations based on local best practices and adopt an environmental management system to be mainstreamed into the management of their common facilities and building and procurement services.	Update of UNWTO HQ building to local regulations is permanently on the Agenda for review by the Headquarters Committee with the Host Government

Organisation mondiale du tourisme (UNWTO) – Institution spécialisée des Nations Unies

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	9	The executive heads of the Organizations of the United Nations system should define, where appropriate in consultation with their governing bodies, the legislative basis and common norms and standards applicable to their in-house environmental management system, based on best practices identified within the system. They should also ensure that their respective staff are fully aware of and responsible for this policy through the promulgation of internal instructions and information accessible to all.	The UNWTO has established an internal group on greening which with the support of Management and the Staff Association introduces proposals, as appropriate
	10	The executive heads of the United Nations system organizations involved in field activities should establish in-house sustainable procurement policies and guidelines, taking account of the local conditions of the host country and the needs of field offices.	UNWTO Procurement policies are under formulation
	11	The General Assembly should request the Secretary-General, in his capacity as Chairman of the Chief Executives Board for Coordination, to promote mutual exchange of views and lessons learned from experience through a peer-review process amongst the organizations in the Environment Management Group, to enhance their environmental management and performance.	n.a.
	12	The Secretary-General should ensure that systematic communications and advocacy activities be carried out to inform the staff, as well as Member States and the public, of the progress made in the efforts of the organization on: (a) Improving in-house environmental management and performance; (b) Establishing a sustainable image of the United Nations system organizations and their commitments on environmental policies and practices through their partners and relevant stakeholders.	n.a.

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JIU Recommendations in 2009

Report	No.	Text of the Recommendation	Current status in UNWTO
REP/2009/9	1	The legislative organs are invited to adopt this benchmarking framework as a yardstik to guide and measure efforts towards a more efficient and effective organization, which would better serve the needs of countries	The reports sets 18 benchmarks for the Resident Coordinator system, which the UNWTO does not liaise with. In addition, review of cost-sharing mechanism for RC result in the proposed charges of nearly 300,000 USD per anuum to the UNWTO for a system of no relevance to the UNWTO
REP/2009/8	1	The legislative bodies of the United Nations, specialized agencies and IAEA, which have not yet done so, should conduct hearings/meetings with candidates running for the post of executive head, in order to enhance transparency and credibility of the selection process and to make the process more inclusive of all Member States.	Candidates to Secretary General are heard by the Executive Council. On this basis, the EC recommends the General Assembly a preferred candidate to the position of Secretary General
	2	In order to enhance transparency and ensure accountability in the appointment process of executive heads of the United Nations funds, programmes, other subsidiary organs and entities, the Secretary-General of the United Nations, in consultation with the organizations concerned, should: (a) Issue vacancy announcements for all the posts of executive head on the organization's website and in public media, such as relevant journals, periodicals and newspapers; (b) Establish criteria and terms of references, including required competencies, qualifications and experience, expected to be possessed by candidates for the said posts of executive head; (c) Establish rigorous criteria and procedures for screening candidates for the posts of executive head of the United Nations funds, programmes, other subsidiary organs and entities, and for interviews with candidates conducted by the ad hoc panels and by the Secretary-General;	n.a.
	3	In order to enhance transparency of the appointment of executive heads of the United Nations funds, programmes, other subsidiary organs and entities, and to make the process more inclusive of Member States, the Secretary-General should ensure that hearings/meetings be conducted with the shortlisted candidates by members of the executive boards, advisory committees and/or the other legislative bodies of the United Nations funds, programmes, other subsidiary organs and entities.	n.a.
	4	The legislative bodies of the United Nations system organizations, which have not yet done so, should establish timelines for the selection process of their executive heads ending at least three months before the expiring date of the mandate of the incumbent, in order to ensure a smooth transition between the incumbent and the incoming executive head.	The Secretary General is appointed by the General Assembly which holds its meeting in the late summer or early fall. The outgoing Secretary General completes its mandate by end-December of that year, ensuring a smooth transition.
	5	The legislative bodies of the United Nations system organizations should request all candidates for the post of executive head to submit, together with their curriculum vitae, a certificate of good health signed by a recognized medical facility.	UNWTO follows this practice

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	6	The legislative bodies of the United Nations system organizations should adopt provisions to limit the terms of their executive heads to a maximum of two successive terms not exceeding five years each, if such provisions have not yet been adopted.	General Assembly decided to ammend art 22 of the statutes, limiting renewal of mandate to be only once
	7	The legislative/governing bodies of the United Nations system organizations should condemn and prohibit unethical practices such as promises, favours, invitations, gifts, etc., provided by candidates for the post of executive head or their supporting governments during the selection/election campaign, in return for favourable votes for certain candidates.	Document CE/94/6 clarifies practices to be followed for the appointment of Secretary General
	8	The CEB, in consultation with ICSC and based on its comparative study of the salary scales and allowances of executive heads in the United Nations system, should develop common criteria for providing a basis for the determination of salary scales and allowances for executive heads of the specialized agencies and IAEA by their respective legislative bodies.	n.a.
	9	The legislative bodies of the United Nations system organizations should adopt provisions comprehensively addressing conflicts of interest pertaining to, and/or wrongdoing/misconduct allegedly committed by, executive heads, if such provisions have not yet been adopted.	CE/94/6 on appointment of SG and CE/94/3(III)(e) on implementation of an ethics function are applicable to the Secretary General
	10	The legislative bodies of the United Nations system organizations should direct the internal oversight or ethics office/function, as appropriate, or JIU to conduct investigations into alleged cases of wrongdoing or misconduct, including retaliation and irregularities relating to financial disclosure statements, allegedly committed by executive heads of system organizations. The investigating authority should report the outcome of the investigation directly to the legislative body of the respective organization for action on the matter. The JIU, however, can undertake on its own initiative such investigations, should it so decide.	CE/94/6 on appointment of SG and CE/94/3(III)(e) on implementation of an ethics function clarify process to be followed in such case
	11	The legislative bodies of FAO, IAEA, ILO, IMO, UNESCO, UPU, WHO, and WIPO should establish a financial disclosure statement policy applicable to their executive heads.	n.a.
	12	The legislative bodies of the United Nations system organizations should establish rigorous policies regarding the acceptance of gifts, honours, decorations, etc., by their executive heads, where no such polices currently exist.	CE/94/6 on appointment of SG and CE/94/3(III)(e) on implementation of an ethics function clarify process to be followed in such case
	13	The legislative bodies of the United Nations system organizations should include in the terms of appointment of their executive heads a provision for a possible termination allowance based on ICSC standards, where such a provision is missing.	Secretary General contract provides for other allowances (including indemnity upon termination) in accordance with UNWTO staff regulations
REP/2009/7	1	The Executive Director should formulate relevant strategy in order to enlarge the Programme's donor base from among non-traditional donors.	n.a.

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	2	The Executive Director should commission an evaluation of the private sector fund-raising strategy and report thereon to the Executive Board by 2012 at the latest.	n.a.
	3	In the review of the WFP financial framework, the Executive Director should continue to take appropriate measures to enhance transparency in the resource allocation of multilateral contributions by reviewing the current categorization of operations, in particular the PRRO category, and report thereon to the Executive Board.	n.a.
	4	In the review of the WFP financial framework, the Executive Board should re-evaluate the relevance of the full cost recovery principle to ensure that it remains adequate in the current context of the Programme's new strategic direction, the evolution of its activities and the types of contributions it receives.	n.a.
	5	The Executive Board should request the Executive Director to undertake an extensive study on overlaps and gaps in support and administrative functions between the different levels of the WFP's decentralized structure and report thereon to the Executive Board by 2011 at the latest.	n.a.
	6	The Executive Director should undertake measures to increase representation of developing countries at the senior management level within the Programme.	n.a.
	7	The Executive Director should review the RRM policy and report to the Executive Board by 2011 at the latest on ways and measures by which to increase communication with staff and improve fairness and transparency of the process.	n.a.
	8	The Executive Director should discontinue the granting of exceptional promotions.	n.a.
	9	The Executive Director should present to the Executive Board at its annual session in 2011 at the latest a comprehensive study on the use of consultants within WFP (including cost implications) in order to ensure that that the organization is in full alignment with United Nations rules and regulations governing the recourse to consultancy.	n.a.
	10	The Executive Board should institutionalize ways to hear the views and concerns of staff through their respective representation at its annual session, beginning in 2010.	n.a.
	11	The Executive Director, after consultation with Regional Directors, should consider reinstallation of security officers in regional bureaux where it deems necessary.	n.a.
	12	The Executive Director should conduct a global staff survey on a regular basis and report thereon to the Executive Board.	n.a.
REP/2009/6	1	The governing bodies of United Nations system organizations should request the executive heads, before offshoring services, to develop an offshoring policy which is based on the cost-benefit analysis of all sourcing options for the delivery of services and which is in alignment with the medium- to long-term corporate strategy of the organization. The policy should then be subject to the review and approval of the governing bodies. All inter-agency opportunities, including common/joint policy and project development, should be explored exhaustively before organization-based offshoring policies and projects are prepared. (See recommendations 16 and 18.)	UNWTO Secretariat is a very small headquarters based entity. Offshoring some of its services would entail higher coordination costs than the potential benefits resulting from the offshoring, since overall UNWTO expenses are small compared to UN bodies. Alternatively, the UNWTO outsources some services (thorugh international competition) whenever economically and functionally justified.

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	2	The executive heads of United Nations system organizations should develop a comprehensive business case as the foundation for offshoring. It should include a cost-benefit analysis, major risks and countermeasures, and demonstrate a significant level of cost-effectiveness with increased or maintained service quality.	Offshoring is not seen as an economical option for the UNWTO due to its size
	3	The executive heads of United Nations system organizations considering establishing an offshore service centre should undertake a detailed analysis of alternative locations based on objective criteria, as part of the overall business case, and document the justification for their final preference. The analysis should be submitted to the governing bodies for their review.	n.a.
	4	The executive heads of United Nations system organizations should negotiate with the prospective host country governments with a view to obtaining an agreement for the offshore service centre that is at least as favourable as similar agreements elsewhere. To this effect, they should share and coordinate their host country agreements for offshore service centres.	n.a.
	5	The executive heads of United Nations system organizations should take all necessary measures to mitigate the impact of offshoring on the staff, and ensure that the full costs of those measures are reflected in the analysis of the overall costs of offshoring.	n.a.
	6	The executive heads of United Nations system organizations should seek from governing bodies adequate earmarked funding for voluntary separation packages linked to offshoring.	n.a.
	7	The governing bodies of United Nations system organizations should request the executive heads to maintain the international character of the organizations in staffing offshore service centres.	n.a.
	8	The executive heads of United Nations system organizations should prepare change management and corporate communication strategies for the success of offshoring projects.	n.a.
	9	The executive heads of United Nations system organizations should create effective project management teams with strong leadership at the top and prepare detailed project plans for setting up offshore service centres.	n.a.
	10	The executive heads of United Nations system organizations should ensure the readiness of the enterprise resource planning system and the offshore service centre before going live. To this effect, appropriate tests should be done; and adequate staffing, infrastructural capacity, and enhanced training should be provided.	n.a.

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	11	The executive heads of United Nations system organizations should ensure that the accountability framework is carefully assessed and established for the offshore service centres, including the development of service level agreements and clearly defined delegation of authority, and that these are integrated into the administrative policy instruments.	n.a.
	12	The executive heads of United Nations system organizations should have in place effective knowledge transfer and training plans to facilitate the transition to offshore service centres. Training plans should be based on the assessment and identification of training needs.	n.a.
	13	The executive heads of United Nations system organizations should ensure that adequate security for staff and facilities is provided; information security is ensured; and business continuity and disaster recovery planning, including an exit strategy, is prepared for offshore service centres before going live.	n.a.
	14	The executive heads of United Nations system organizations should establish regular monitoring and reporting mechanisms for offshore service centres, to demonstrate progress made in the achievement of objectives, including cost savings and improved service quality. There should be periodic reporting thereon, internally to senior management and externally to governing bodies.	n.a.
	15	The governing bodies of United Nations system organizations should exercise their oversight role in offshoring activities, including the implementation of policies, performance evaluation, and assessment of progress in achieving the objectives.	n.a.
	16	The executive heads of United Nations system organizations should coordinate their offshoring initiatives with a view to achieving greater efficiencies in cooperation with other organizations. Before offshoring, they should explore all possibilities, including insourcing to existing offshore service centres and establishing joint service centres. To this effect they should present their offshoring plans and ideas in the relevant HLCM working group meetings for discussion and brainstorming.	n.a.
	17	CEB through HLCM should facilitate the systematic sharing of offshoring experiences, lessons learned and possible offshoring plans, and expedite the consideration of the establishment of inter-agency shared service centres.	n.a.
	18	CEB through HLCM should discuss and initiate the development of a common/joint offshoring policy framework with a view to seeking greater efficiency through joint decision-making and project development processes.	n.a.
REP/2009/5	1	The General Assembly and the legislative bodies of the corresponding United Nations system organizations should invite the Secretary-General and the executive heads of the other United Nations system organizations to undertake a review of their respective mandates pertaining to United Nations system support to Africa, in order to assess the status of implementation and evaluate resource, monitoring and reporting requirements, and to better clarify the division of labour and responsibilities within the United Nations system and between its different organs, offices and departments.	A substantive portion of UNWTO's program of work is of a global nature. Specific activities for Africa or for other World regions are reviewed by UNWTO's Governing Bodies in the context of the program of work formulation, while regular budget resources available for any specific region remains small. These activities are supplemented through voluntary contributions, considering donor's priorities and consistency with UNWTO's POW.

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	2	The Secretary-General and the executive heads of the other United Nations system organizations should strengthen, within the existing institutional frameworks, communication and sharing of information and best practices among the different United Nations system organizations regarding their support to the AU and its NEPAD programme, in order to prevent and minimize duplication of work, overlap and inefficient use of resources, as well as to facilitate synergies.	Due to its small resource base, UNWTO's approach to regional activities favors either sub-regional or other groupings involving several countries, closely linked to UNWTO's mandate. Country activities are primarily voluntary funded and are planned and coordinated with UNDP country office
	3	The Secretary-General and the executive heads of the other United Nations system organizations should ensure that the proposed high-level steering committee for overseeing the activities of the RCM, providing guidance and following up on decisions and recommendations pertinent to the RCM, is established and fully operational by 2010.	The UNWTO follows CEB mechanisms for coordination
	4	The General Assembly should reiterate its support for strengthening the capacities of the United Nations Economic Commission for Africa (ECA) and invite the Secretary-General to take further measures by allocating adequate resources to ECA including, as appropriate, redeployment of resources, to enable it to effectively fulfil its strategic coordinating role with regard to the RCM in support of the AU and its NEPAD programme.	n.a.
	5	The Secretary-General should ensure that the RCM and its cluster system are well aligned to the needs and priorities of the AU and its NEPAD programme, taking into account the leadership role of the African Union Commission and the evolving character of the Ten-Year Capacity Building Programme for the African Union, with specific regard to the development and implementation needs of this programme, and should report thereon to the General Assembly at its sixty-sixth session.	n.a.
	6	The Secretary-General, in his capacity as Chairman of the United Nations Chief Executives Board for Coordination, should ensure that the organizations participating in the Regional Coordination Mechanism (RCM) align their planning, programming and budget cycles, work programmes and plans and priorities, as appropriate, with those of the RCM and its clusters in order to facilitate joint planning and programming, as well as the establishment of an evaluation and monitoring framework.	The UNWTO follows CEB mechanisms for coordination
	7	The Secretary-General and the executive heads of the other United Nations system organizations should assign senior focal points for interaction with the RCM secretariat and other participants, including the African Union Commission and the regional economic communities, in order to enhance communication and information sharing within the mechanism.	The UNWTO has established clear focal point roles as regards UN system mechanisms
	8	The Secretary-General and the Administrator of UNDP should ensure that the "Umbrella Agreement" between the regional commissions and UNDP, signed in October 2007, is fully implemented and operationalized in order to facilitate and enhance communication, coordination and cooperation between ECA and the RCM on one side and UNDP and the RDTs on the other.	n.a.
	9	The Secretary-General, in his capacity as Chairman of the United Nations Chief Executives Board for Coordination, should call on all United Nations system organizations to participate in the RCM and to attend, at the highest level, its annual meetings in order to further leverage the technical expertise of the Mechanism and create further synergies within United Nations system support to Africa.	n.a.

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	10	The Secretary-General and the executive heads of the other United Nations system organizations should closely involve the regional economic communities (RECs) in Africa in the work and activities of the RCM and its cluster system so as to have the needs and priorities of the RECs coherently reflected within the RCM framework.	The UNWTO follows CEB mechanisms for coordination
	11	The Secretary-General and the executive heads of the other United Nations system organizations should encourage all United Nations system organizations, as appropriate and in consultation with UNDG and the RDTs, to be accredited through their regional/subregional offices to the RECs in Africa, with a view to facilitating interaction, coordination and cooperation between the United Nations system and the RECs.	The UNWTO follows CEB mechanisms for coordination
	12	The Secretary-General and the executive heads of the other United Nations system organizations should ensure that the African beneficiary Governments are always closely engaged in the development, implementation and monitoring of the United Nations Development Assistance Frameworks, in order to foster national ownership and leadership and to enable their organizations to address the specific needs and priorities of the beneficiary countries, including the strengthening of their national institutional capacities.	The UNWTO follows CEB mechanisms for coordination
	13	The Secretary-General and the executive heads of the other United Nations system organizations should further strengthen the capacities and resources of the two Regional Directors Teams in Africa including, as appropriate, through redeployment of resources, to ensure their effective functioning in the context of the extensive ongoing reform processes aimed at enhancing system-wide coherence and coordination at the country levels.	The UNWTO follows CEB mechanisms for coordination
	14	The Secretary-General and the executive heads of the other United Nations system organizations should ensure that the planning, programming and budget cycles of their country programmes in Africa under the respective UNDAFs are better aligned in order to allow for more extensive joint programming and the establishment of joint monitoring and evaluation frameworks, as well as simplified reporting arrangements at the country level.	The UNWTO follows CEB mechanisms for coordination
	15	The Secretary-General and the executive heads of the other United Nations system organizations should ensure that the planning, programming and budget cycles of the country programmes in Africa are aligned with those of the regional and subregional programmes, in order to achieve increased coordination and coherence.	The UNWTO follows CEB mechanisms for coordination
	16	The General Assembly and the legislative bodies of the corresponding United Nations system organizations should reaffirm their commitment to results-based management (RBM) and request the executive heads of the United Nations system organizations to harmonize their RBM practices to achieve a common RBM approach at the country level for implementation of the UNDAFs in Africa.	The UNWTO follows CEB mechanisms for coordination
	17	The Secretary-General, in his capacity as Chairman of the United Nations Chief Executives Board for Coordination (CEB), should initiate through the CEB a comprehensive review on resource mobilization, funding mechanisms and modalities within the United Nations system for ensuring the financial sustainability of the United Nations system support to Africa within the RCM and UNDAFs, including the strategic involvement of the African private sector, as well as coordinated partnership with the African and international financial institutions.	n.a.

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Report	No.	Text of the Recommendation	Current status in UNWTO
REP/2009/4	1	The GM and the UNCCD secretariat should submit a report to the COP containing a total work programme and the total cost estimate involved in the context of their future biennium and medium-term work programme and plan so that the COP can exercise governance and oversight over the mobilization, allocation and use of voluntary contributions and core resources for the entire activities of the UNCCD bodies, the GM and the secretariat.	n.a.
	2	The Global Mechanism should develop quantitative performance indicators through the compilation of data and information on the financial resources mobilized as a result of its country and regional interventions, with demonstrated recognition of its spearheading role and contributions made to the production of agreed national and regional/subregional initiatives on SLM programmes and projects.	n.a.
	3	The COP should ensure that effective terms of reference are put in place to strengthen and reshape the roles of the CST and the CRIC, as providers of scientific and policy assessment to the COP in light of their respective mandates.	n.a.
	4	The COP should revisit the current arrangements governing the reporting and accountability lines of the GM to the Convention to eliminate the side effects that have hampered the development of effective collaboration, and that have led to an increasing alienation process of this financing mechanism in respect of the COP and its governance and oversight structure.	n.a.
	5	The COP should effectively guide the GM in defining a programme of work that avoids duplication and overlapping with the mandates of other organizations, or with other subsidiary bodies or institutions of the Convention, so as to promote enhanced cooperation, coordination and effectiveness by involving other sister organizations, in particular the members of the	n.a.
	6	The COP is invited to consider the institutional arrangements described in scenarios 1 and 2 above and take a lasting solution on this issue during COP 9.	n.a.
REP/2009/3	1	The ITU Council should rationalize and streamline the existing network of area offices, based on objective criteria, with a view to concentrating the human resources in the regional offices, particularly given the financial constraints of the Union.	n.a.
	2	The ITU Council should periodically review the network of the area offices on the basis of objective criteria and in the light of the changing priorities of the regions and the conditions of operation.	n.a.

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	3	The ITU Council should approve a consolidated and clearly formulated mandate for the ITU regional presence with specific objectives for the regional offices.	n.a.
	4	To ensure that the regional offices efficiently and effectively represent ITU as a whole, the Directors of the Radiocommunication and Standardization Bureaux should: (a) Formulate and clearly articulate the expected contributions from the regional offices; (b) Improve information sharing on the activities and concerns of their Sectors; (c) Contribute to the enhancement of the human and financial resource capabilities of the regional offices.	n.a.
	5	The Secretary-General and the Director of BDT should review the staffing table of the regional presence, including the rationalization of the grade structure.	n.a.
	6	The Secretary-General should abolish the existing practice of delaying the announcement of vacancies due to retirement, particularly in the field offices, and institutionalize a succession planning policy.	n.a.
	7	The Secretary-General and the Director of BDT should conduct a training needs assessment for field personnel to enhance their skills and facilitate continuous learning and career development opportunities. Induction training should also be provided for all new recruits (Professional and General Service staff) to the ITU field offices.	n.a.
	8	The Secretary-General should ensure that the ITU staff mobility policy will address both mobility between field offices, and between headquarters and the field offices.	n.a.
	9	The ITU Council should ensure that any of its resolutions requesting an increase in the activities of the regional presence are matched with commensurate human and financial resources.	n.a.
	10	The Secretary-General and the Director of BDT should submit to the Council for its approval an action plan, with clear timelines, on the specific measures to be taken toward the delegation of authority and the empowerment of the regional offices.	n.a.
	11	The Secretary-General and the Director of BDT should review the existing financial and administrative rules and regulations, including the monitoring and accountability systems, with a view to ensuring adequate regulation of delegated authority.	n.a.
	12	The Secretary-General should ensure that the activities of the regional offices are included in the work programme of the Internal Audit Unit.	n.a.
	13	The Director of BDT, in consultation with the heads of the regional offices, should delineate the distribution of work between headquarters and the regional offices.	n.a.

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	14	The Director of BDT should: (a) Determine, in consultation with the heads of the regional offices, a set of performance indicators that will be the basis for the evaluation of the regional offices; (b) Conduct systematic performance evaluations of the activities of the regional offices.	n.a.
	15	The Secretary-General and the Director of BDT should: (a) Review the internal working and operational procedures with a view to streamlining and simplifying them - particular emphasis should be placed on financial procedures, procurement, travel and recruitment; (b) Ensure the involvement of heads of regional offices in the review process; (c) Inform the Council of the outcome of the review.	n.a.
	16	The Director of BDT should review the mandate and functions of the Projects and Initiatives Department with a view to securing a shared vision of project development with the regional offices.	n.a.
	17	The ITU Council, in the framework of the adoption of the next strategic plan, should assess and articulate a clear vision of the development activities of ITU, including the content, form and volume of activities. The assessment should take into account the prevailing global trends of decentralization in development activities carried out by other United Nations system organizations operating at country and regional levels.	n.a.
	18	The regional offices should cooperate closely with United Nations development organizations in the field to elaborate and implement action plans to incorporate information and communication technologies into development programmes with a view to enhancing development cooperation and coordination.	n.a.
	19	The regional offices, in cooperation with the Strategic Planning and Membership Department, should elaborate and implement region-specific strategic action plans to strengthen partnerships with the private sector.	n.a.
REP/2009/2	1	The High Commissioner should report to the Human Rights Council, on an annual basis, on measures taken, including specific targets and deadlines set by OHCHR in compliance with relevant General Assembly mandates, to improve geographical distribution of staff and the subsequent implementation and results therein.	n.a.
	2	The Human Rights Council should monitor, on a biennial basis, OHCHR staffing to ensure compliance with the mandates of the United Nations General Assembly.	n.a.

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	3	The Human Rights Council should further encourage Member States to promote the selection and financing of candidates from developing countries in the Associate Expert Programme for OHCHR.	n.a.
REP/2009/1	1	The practice of appointing the Executive Director of Affiliate Members by a single Member State should be discontinued. The position may be financed from extrabudgetary sources, but the selection process has to be done according to an open, competitive and transparent recruitment process.	Recommendation closed as per CE/DEC/7(XCIV)
	2	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.	In progress, see actions 42 and 43 of White Paper implementation plan
	3	The Executive Council may wish to revisit its practice of holding its meetings outside Headquarters, in the light of the potential associated benefits and drawbacks.	Recommendation closed as per CE/DEC/7(XCIV)
	4	The UNWTO General Assembly may wish to revisit its practice of holding its meetings outside Headquarters, in the light of the potential associated benefits and drawbacks, and establish, as part of the Statutes of the Organization, an article regulating the conditions for exceptions.	Recommendation closed as per CE/DEC/7(XCIV)
	5	The UNWTO General Assembly may wish to revisit its current decision-making process at all legislative levels to ensure that sufficient dialogue and negotiations among the parties take place, in order to reach clear decisions as a prerequisite to properly guide, direct and oversee the operations of the Organization, thus releasing the secretariat from the responsibility to provide the basis for its decisions.	Recommendation closed as per CE/DEC/7(XCIV)
	6	The Secretary-General should ensure that written summary records/minutes of the governing body meetings are duly produced.	Recommendation closed as per CE/DEC/7(XCIV)
	7	The UNWTO General Assembly should call for a greater Member State participation and leadership in the planning, programming and budgeting process.	Recommendation closed as per CE/DEC/7(XCIV)
	8	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.	Recommendation closed as per CE/DEC/7(XCIV)
	9	The Secretary-General should inform and obtain approval from the UNWTO General Assembly prior to any revision of assessed contributions of Member States to the budget.	Recommendation closed as per CE/DEC/7(XCIV)

Organisation mondiale du tourisme (UNWTO) – Institution spécialisée des Nations Unies

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	10	The Secretary-General should include in the budget proposals a breakdown by organizational unit showing financial resources and staffing tables for each budget component (organizational unit).	Recommendation closed as per CE/DEC/7(XCIV)
	11	The UNWTO General Assembly should call for the members to pay their arrears within the period stated in the Statutes and Financing Rules.	Recommendation closed as per CE/DEC/7(XCIV)
	12	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.	In progress, see action 48 of White Paper implementation plan
	13	The Secretary-General should develop an organizational chart reflecting actual responsibilities and clear reporting lines consistent with the authority delegated.	Recommendation closed as per CE/DEC/7(XCIV)
	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.	In progress, see action 46 of white paper implementation plan
	15	The Secretary-General should: (a) Develop a senior management succession plan in order to preserve institutional memory and guarantee the smooth future management of the Organization; (b) Develop a rule defining the exceptional circumstances under which the extension of contracts over the age of retirement could be granted; (c) Review the current top-heavy structure of the secretariat with a view to streamlining it.	Recommendation closed as per CE/DEC/7(XCIV)
	16	The Secretary-General should conduct an overall review of job descriptions and subsequently a job classification exercise in accordance with United Nations generic job descriptions and standards for consideration by the UNWTO General Assembly.	Recommendation closed as per CE/DEC/7(XCIV)
	17	The Secretary-General should develop tools and control mechanisms to guarantee that recruitment and promotion is based on transparent, comparative evaluations of the professional competencies of the candidates, with due consideration given to a balanced geographical and gender representation.	Recommendation closed as per CE/DEC/7(XCIV)
	18	The Secretary-General should develop, after consultations with the staff, an individual performance assessment instrument, which should include, inter-alia, Specific, Measurable, Attainable, Results-oriented and Time-bound (SMART) objectives and targets for each staff member in order to allow a fair, objective and transparent assessment of staff performance.	Recommendation closed as per CE/DEC/7(XCIV)

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	19	The UNWTO General Assembly should provide the required 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).	Recommendation closed as per CE/DEC/7(XCIV)
	20	The Secretary-General should develop a long-term holistic ICT strategy taking into consideration the current and future needs of different stakeholders. The strategy should include a phased cost plan to be submitted to the General Assembly for consideration and approval.	ICT annual reporting to the Executive Council has been introduced. ICT program of work included in Program and Budget proposal
	21	The Secretary-General should revise, continuously update the content and maintain the functionality of the UNWTO website.	Recommendation closed as per CE/DEC/7(XCIV)
	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 above-mentioned functions for the 2010-2011 biennium.	UNWTO General Assembly does not provide additional resources for these functions
	23	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.	Recommendation closed as per CE/DEC/7(XCIV)
	24	The Secretary-General should develop rules and procedures for establishing private sector partnerships in the context of potential conflict of interest for the consideration and approval of the General Assembly.	UNWTO has established policies on agreements in accordance to UN guidelines. Ethics function deals with issue of conflict of interests
	25	The Secretary-General of the United Nations should develop a set of criteria and a mechanism for the prior qualification of organizations wishing to become members of the United Nations system, with a view to protecting the values and principles of the system and to guaranteeing the soundness of future members of the United Nations family, and submit them to the General Assembly of the United Nations for consideration and approval.	Recommendation closed as per CE/DEC/7(XCIV)
NOTE/2009/1	1	The executive heads of the United Nations system organizations should extend financial disclosure measures to officials dealing with the private sector in the context of partnerships at large within those system organizations, which have not yet done so.	Ethics function at the UNWTO will implement financial disclosure policies by senior officials starting 2014
	2	The Chief Executives Board for Coordination should develop an information exchange mechanism to facilitate the sharing of knowledge on private sector partners and relevant partnership activities across the system. The proposed mechanism should include an effective monitoring of both corporate and individual responsibilities within each system organization for the systematic updating of knowledge on private sector partners and relevant partnership activities.	n.a.

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	3	The executive heads of the United Nations system organizations should: (a) Develop, within the Chief Executives Board for Coordination, a basic partnership training programme to cover the common needs of staff dealing with the private sector in different system organizations; in this regard the work done by the United Nations Staff College and the UNDP Learning Resource Center could be taken into consideration; (b) Put in place within those system organizations which have not yet done so, relevant customized training programmes, specific for each organization and adapted to the needs and risks of staff dealing specifically with the private sector.	The UNWTO follows UN Staff College initiatives. Specific training to be provided staff is reviewed in the context of training priorities and resource availability
	4	The Chief Executives Board for Coordination should establish a multi-agency and multidisciplinary task force to: ● Revise current guidelines for cooperation with the private sector ● Harmonize the application of guidelines across the system, with special emphasis on partners' selection criteria considering both benefits and potential risks related to partnerships. ● Simplify legal requirements for partnerships and to streamline them across agencies in accordance with the United Nations core values and principles.	n.a.
NOTE/2009/2	1	Executive heads of United Nations system organizations should take adequate steps to provide qualified candidates from non-developed countries opportunities to be an intern in the United Nations system organizations.	The UNWTO is open to receive interns who are nationals of their Members, considering the principle of maintaining wide geographical diversity
	2	Executive heads of United Nations system organizations should formalize the internship programmes and provide the necessary resources for their management and administration.	The UNWTO places interns to address effective needs of the Organization and they are managed together with the rest of Human resources
	3	Executive heads of United Nations system organizations should provide detailed information guides (administrative issues and day to day living) for new interns well in advance of their entry on duty.	UNWTO interns are briefed on the work environment and on the contractual conditions of being an intern
	4	Executive heads of United Nations system organizations should ensure that on the first day of arrival, the necessary infrastructure to host each intern is in place.	Administrative services at the UNWTO ensure proper availability of facilities, as otherwise intern request cannot be processed by HR
	5	Executive heads of United Nations system organizations should ensure that an inclusive orientation program is provided to interns upon arrival.	UNWTO interns are briefed on the work environment and on the contractual conditions of being an intern
	6	Executive heads of United Nations system organizations should ensure that interns provide an evaluation of the internship programme at the end of their assignment and that follow-up measures are put in place to distil lessons learned, validate best practice and propose improvements in weak areas.	UNWTO takes into account feedback received in reviewing the characteristics of interships

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	7	Executive heads of United Nations system organizations should eliminate the mandatory break now defined in various internship agreements so interns can compete on an equal basis for positions for which they may qualify.	The UNWTO does not have this limitation for competitive vacancy processes
	8	Executive heads of United Nations system organizations should consider providing a daily meal ticket, a transportation pass, and/or contributing towards insurance costs for interns lacking financial sponsoring or to interns not from the local area.	The UNWTO provides an stipend to its interns
	9	Executive heads of United Nations system organizations should put in place an effective monitoring system of the budgetary and human resources cost implications of the internship programmes, as well as IT-related costs, to be recorded in a specific budget line for Internship programmes.	UNWTO's approach for trainees is to have them integrated into the substantive program they will serve, including their costs. This is seen to improve the criteria for request of trainees

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JIU Recommendations in 2008

Report	No.	Text of the Recommendation	Current status in UNWTO
REP/2008/6	1	The executive head of each United Nations system organization should ensure that clear policies and corresponding mechanisms are adopted for the good governance and management of the organization's website.	UNWTO's website is under the direct supervision of the Executive Director for Program and Coordination to ensure proper prioritization within the Organization
	2	The executive heads of each United Nations system organization should ensure that thewebsite strategy be regularly updated and linked with and taking account of the other business strategies of the organization and report on the measures taken to the governing body on a regular basis.	UNWTO's website is under the direct supervision of the Executive Director for Program and Coordination to ensure proper prioritization within the Organization. Executive Council kept informed of relevant developments.
	3	The executive head of each United Nations system organization should ensure that policies and guidelines are in place that, among other things, specify requirements and standards relating to (a) web layout and design; (b) ditorial control and review of web content and (c) web accessibility.	UNWTO's website is under the direct supervision of the Executive Director for Program and Coordination to ensure proper prioritization within the Organization
	4	For relevant, timely and high quality website content, the executive head of each United Nations system organization should ensure the implementation of a CMS which offers full support to Latin, non-Latin and bi-directional scripts and, as far as practicable, be compatible with CMS used by other organizations. When selecting an appropriate CMS, they should give serious consideration to adopting common information exchange standards and also consider the benefits of a common CMS across the United Nations system.	A Latin, non-latin and bi-directional scripts CMS has been designed in view of UNWTO's needs. It works on an open source format shared by many UN organizations
	5	The executive head of each United Nations system organization should ensure that sufficient and sustained funding for staffing and training are allocated to website management. If such funding could not be provided through redeployment or other means, it should be reported to the governing body for its consideration in order to implement those recommendations contained in this report, which have financial implications, inter alia, CMS, staffing, training, language parity, adoption of common information exchange standards, etc.	Specific funding for website management has been allocated by the UNWTO through the use of a dedicated provision
	6	The governing bodies of the United Nations system organizations should establish an ad hoc committee dealing with the implementation of multilingualism on their corporate websites. The governing bodies shall review the report submitted by the ad hoc committee on the measures and financial implications to achieve language parity on their websites and take appropriate action.	UNWTO follows CEB recommendations
	7	The executive heads of the United Nations system organizations should establish a mechanism reporting to the HLCM, with the participation of all stakeholders, for coordination purposes and to establish common policies, tandards and guidelines on websites.	UNWTO follows CEB recommendations
	8	The governing bodies of United Nations system organizations should request the executive heads to report to their next session on the implementation of the recommendations contained in this report addressed to the xecutive heads, in particular those aimed at reforming website governance, updating website strategy and policy, and implementing multilingualism.	Web reform was reported to UNWTO's Governing Bodies

Report	No.	Text of the Recommendation	Current status in UNWTO
REP/2008/5	1	The executive heads of the United Nations system organizations should work with HLCM towards defining a consistent method of recording ICT expenditures/costs to facilitate cost-benefit analysis of ICT services.	UNWTO follows CEB recommendations
	2	The executive heads of the United Nations system organizations should ensure that a SWOT analysis be undertaken prior to selecting a particular ICT hosting service.	UNWTO carefully reviewed external hosting of web services. no other hostings actually exist
	3	The executive heads of those United Nations system organizations that currently host their own ERP implementations internally or in the process of implementing new ERP system, should explore external hosting solutions, articularly UNICC, to take advantage of economies of scale when operating these systems as well as to provide for the safety of these systems by placing them in an offsite, secure location.	UNWTO does not have an ERP
	4	The executive heads of those organizations participating in UNICC should establish an ad-hoc working group within their organization, involving membership from both ICT and business operations, or use their internal ICT governance structure, to come up with concrete suggestions and action plan to improve the cooperation with and use of ICT hosting services provided by UNICC.	UNWTO does not have services hosted at ICC
	5	The executive heads of those United Nations system organizations which have not yet done so, should pursue joint procurement of ICT hosting services; this is especially the case for those organizations that are in the same duty station/when similar requirements arise.	UNWTO being the only Organization Headquartered in Madrid has little synergies for joint hosting
	6	The governing bodies of the United Nations system organizations should request the executive heads to report to their next session on the implementation of the recommendations contained in this report, in particular those recommendations aimed at defining common methodology for ICT costs/expenditures and exploring hosting solutions to take advantage of economies of scale.	UNWTO being the only Organization Headquartered in Madrid has little synergies for joint hosting
REP/2008/4	1	The Chief Executives Board for Coordination should clarify the definitions governing national execution (NEX) and share it with all executive heads of the United Nations system organizations and other NEX-implementing partners.	UNWTO follows CEB recommendations
	2	The General Assembly, in the context of the triennial comprehensive policy review, to be held at its sixty-fifth session, should on the basis of a report to be submitted by the Secretary-General, invite the Chief Executives Board for Coordination to coordinate the compliance of the provisions of its resolutions, including resolution 62/208, which adopted national execution as the norm in the implementation of operational activities.	n.a.
	3	The executive heads of the United Nations system organizations, as members of the Chief Executives Board for Coordination, should urgently harmonize National Execution (NEX) guidelines through the High-Level Committee on Management, the High-level Committee on Programmes and the United Nations Development Group so that those guidelines may be applicable to all NEX implementing partners, within the system-wide coherence framework and the initiative of “UN Delivering as One”.	UNWTO follows CEB recommendations

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	4	The General Assembly and legislative bodies of corresponding organizations should reiterate that the donors provide less conditioned extrabudgetary contributions, including those financing National Execution (NEX), with a view to realizing the priorities of the recipient countries; and ensuring more flexibility, predictability and geographic balance in NEX expenditures.	UNWTO reviews voluntary contribution with donors in relation to country needs and consistence with UNWTO's program of work
	5	The executive heads of the United Nations system organizations should assist recipient Governments in strengthening their capacity development and capacity assessment; thus enabling them to use civil society including NGOs as implementing partners, as appropriate.	UNWTO's activities in countries include capacity building in areas relevant for its mandate
	6	The General Assembly, in the context of its triennial comprehensive policy review to be held at its sixty-fifth session, and legislative bodies of corresponding organizations should assist recipient Governments in strengthening their capacity in the accounting and audit field, through focused training, as required, to enable them to match the international standards.	The Secretariat provides relevant background clarifications to Member delegations as appropriate
	7	The General Assembly, in its deliberations on the triennial comprehensive policy review to be held at its sixty-fifth session, should consider the integration of more rigorous monitoring and evaluation of national execution in country programmes, in particular the Country Programme Action Plan, as appropriate, under the overall leadership of the recipient Government with the assistance of the United Nations system organizations, as required.	n.a.
	8	The executive heads of the United Nations system organizations should give priority to strengthening national evaluation capacities in recipient countries and establish a follow-up process for National Execution evaluation reports in order to ascertain the implementation of the findings and recommendations contained in the evaluation reports.	UNWTO's activities in countries include capacity building in areas relevant for its mandate
	9	The executive heads of the United Nations system organizations should submit proposals to their legislative bodies to further simplify and harmonize the rules and procedures governing National Execution through the Chief Executives Board for Coordination to ensure coherence among the United Nations system organizations at the headquarters and field levels.	UNWTO's program of work is widely reviewed at the regional level during its formulation. Further coherence at the field level is not an issue as UNWTO is a NRA.
	10	The General Assembly, in the context of its next triennial comprehensive policy review, to be held at its sixty-fifth session, and the Economic and Social Council should request the United Nations system organizations to strengthen the coordination with the United Nations regional commissions in the planning, implementation and follow-up to nationally executed projects through the Resident Coordinator system and the Regional Coordination Mechanism, to include the regional perspective and establish synergies between the regional, sub-regional and national programmes, particularly addressing cross-border projects.	n.a.
	11	The executive heads of the United Nations system organizations should share and disseminate lessons learned and best practices of National Execution (NEX) programmes and projects to all the United Nations system organizations within the framework of the Chief Executives Board for Coordination, including the High-Level Committee on Management, the High-Level Committee on Programmes and the United Nations Development Group with the view to improving NEX implementation and practices.	The UNWTO follows up on CEB and its working groups sharing experiences as appropriate

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REP/2008/3	1	The Secretary-General should submit to the General Assembly for its consideration through the UNEP Governing Council/Global Ministerial Environmental, a clear understanding on the division of labour among development agencies, UNEP and the MEAs, outlining their respective areas and types of normative and operational capacity-building activities for environmental protection and sustainable development.	UNWTO follows CEB recommendations
	2	The General Assembly should consider adding a system-wide policy orientation for environmental protection and sustainable development of the United Nations system in the United Nations Strategic Framework for the biennium programme plan; and in the event of this decision, should request the Secretary-General to prepare such a system-wide orientation for its approval through the Chief Executives Board.	n.a.
	3	The General Assembly should also decide to authorize the UNEP Governing Council/Global Ministerial Environment Forum to adopt the Medium-Term Strategy of UNEP as a system-wide instrument constituting an integral part of the United Nations Strategic Framework.	n.a.
	4	The Secretary-General, with the assistance of the Executive Director of UNEP, should propose to the General Assembly – through UNEP Governing Council/Global Ministerial Environment Forum - modalities by which Member States can better formulate and manage MEAs without creating an independent convention secretariat.	n.a.
	5	The General Assembly should provide the UNEP Governing Council/Global Ministerial Environment Forum with adequate support through activating its own regular review of the reports of MEAs to enhance GC/GMEF's capacity to fulfil its mandate to review and evaluate, on a regular basis, the implementation of all MEAs administered within the United Nations system, with a view to ensuring coordination and coherence between them in accordance with decision SS.VII/1 and keep the Assembly informed of progress made.	n.a.
	6	The Secretary-General - on the basis of a proposal of the Executive Director of UNEP and consultations with MEA secretariats - should submit to the General Assembly, for its consideration and approval, guidelines on the establishment of national and, where appropriate, regional platforms on environmental protection and sustainable development policies which can integrate the implementation of MEAs into the CCA and UNDAF processes.	n.a.
	7	The Secretary-General as Chairman of the Chief Executive Board should encourage the executive heads of the organizations and the MEAs: (a) To develop a joint system-wide planning framework for the management and coordination of environmental activities, drawing on the results-based management framework endorsed by General Assembly resolution 60/257, and to this end, (b) To draw up an indicative-planning document serving for joint programming of their activities in the environment sphere.	UNWTO maintains an active cooperation and coordination with UNEP in relation to tourism sustainability issues
	8	The Secretary-General should undertake, in consultation with the MEAs and relevant United Nations system organizations, a review of the adequacy and effectiveness of funding environmental activities focusing on the concept of incremental costs and submit a report thereon to the General Assembly through the relevant intergovernmental bodies.	n.a.

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	9	The General Assembly, upon receipt of the above Secretary-General's report and the views on it of the intergovernmental bodies concerned, should redefine the concept of incremental cost funding applicable to the existing financial mechanisms.	n.a.
	10	The Secretary-General, on the basis of a proposal of the Executive Director of UNEP and consultation with UNEP-administered MEA secretariats, should: (a) Develop and/or review the delegation of authority, division of roles and responsibilities of the entities providing administrative, financial and human resources management services to the Conferences of Parties, and; (b) Draw up a clear service level agreement defining the level and type of services to be delivered by the United Nations offices in Nairobi and Geneva to MEA secretariats.	n.a.
	11	The Secretary-General, with the assistance of the Executive Director of UNEP and in consultation with the MEA secretariats, should undertake a review of UNEP and UNON practices concerning the recruitment of staff for MEA secretariats, and propose steps to improve the staffing situation and geographical distribution of staff.	n.a.
	12	The Secretary-General should: (a) Increase transparency in the use of the programme-support cost resources on an actual cost basis and in the services delivered to MEAs administered by the United Nations and UNEP, and to this end ensure that programme-support costs charged for such services are budgeted and applied against actual expenditures incurred; (b) Instruct the United Nations Controller to undertake consultations with United Nations entities that deliver administrative services to the Conferences of the Parties and on the basis thereof submit to the General Assembly for its adoption proposals for setting up a common budget for administrative support services provided to MEAs and inform each CoP on the administrative and budgetary implications arising from this arrangement.	n.a.
REP/2008/02	1	The Economic and Social Council should revisit its resolution 849 (XXXII) of 4 August 1961, which serves as a policy basis for the JPO/AE/APO Programmes, and redefine the objectives, the guiding principles of assignment and the principles of financing of the programmes, with the aim of updating them to reflect current realities.	n.a.
	2	The Economic and Social Council should encourage the development of modalities to provide more visibility for the JPO/AE/APO Programmes, and thus strengthen the support of the Member States for these programmes (paras. 50-53).	n.a.
	3	The Economic and Social Council should encourage the elaboration of a set of proposals to increase the funding possibilities for candidates from developing countries to participate in the JPO/AE/APO Programmes.	n.a.
	4	Executive heads should ensure that, in the framework of the human resources strategy, a clear policy and priorities are in place on the use of JPOs.	n.a.

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	5	Executive heads should ensure that the units responsible for the operation of the JPO Programmes have adequate mandate and resources for performing in a systematic way the long-term tasks related to these programmes.	n.a.
	6	The Human Resources Network of CEB should discuss and endorse the unified set of criteria to be applied by all organizations having significant JPO Programmes to carry out the monitoring of the programmes and client satisfaction surveys.	n.a.
	7	The Human Resources Network of CEB should discuss and initiate the establishment of a system-wide tracking and career counselling system for former JPOs and, through an increased flow of information and cooperation among the recruitment services, should make better use across the system of the JPOs who showed a high level of performance during their assignment.	n.a.
	8	The executive heads should ensure that adequate monitoring and controls be in place to secure the implementation of the JPO Programme, including its supervision, training and learning elements.	n.a.
	9	The executive heads should ensure that the various supervisory and administrative aspects of the programmes be supported and implemented by human resources management services taking into account the agreed recommendations of the biennial meetings of the National Recruitment Services and the United Nations organizations on the JPO schemes.	n.a.
REP/2008/1	1	The Council of Administration should submit to the 24th or 25th Universal Postal Congress for its review and approval, an amendment to the General Regulations requiring a formal accreditation process for representatives and delegates to the Council of Administration and the Postal Operations Council. The rules of procedure of the Council of Administration and the Postal Operations Councils should be amended accordingly.	n.a.
	2	The Council of Administration should amend the Financial Regulations to limit transfers between chapters to 5 per cent of the smaller amount of the biennial appropriations of the programmes concerned.	n.a.
	3	The Council of Administration should establish a working capital fund, replacing the external borrowing provision for temporary financing shortfalls, to be used solely for temporary financing pending receipt of assessments of member States.	n.a.
	4	The Director-General should discontinue the practice of granting personal promotions.	n.a.

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	5	The Director-General should ensure that all reclassifications of Professional level posts and General Service to Professional level posts be approved through the budget process, not after implementation.	n.a.
	6	The Council of Administration should approve financial resources for training, equivalent to at least 1 per cent of the regular 2009-2010 budget.	n.a.
	7	The Council of Administration should establish an ethics function, as a dual function post.	n.a.
	8	The Director-General should launch a policy that proactively pursues gender balance in the International Bureau to increase the proportion of women at the professional level and above, and particularly at the senior management level.	n.a.
	9	The Director-General should launch a policy that proactively pursues equitable geographical distribution in the International Bureau to increase representation from underrepresented regions, with priority in recruitment given to candidates from countries that are not represented.	n.a.
	10	The Council of Administration may wish to reconsider its decision and consider submitting to the 24th or the 25th Universal Postal Congress for review and approval, an amendment to the General Regulations, in particular article 128, paragraph 15, providing for a competitive selection process and for a rotation of the External Auditor. Article 37 of the Financial Regulations may be amended accordingly.	n.a.
	11	The Council for Administration should in-source the internal audit and investigation function to any other organization in the United Nations system that has the capacity to respond. Alternatively, the Council of Administration should increase the resources for the internal audit and investigation function by at least two positions for the 2009-2010 biennium.	n.a.
	12	The Director-General should establish a formal evaluation function and should provide at least one staff member for this function. The evaluation function should be placed under the Executive Office, or, if the alternative of Recommendation 11 is accepted, under the Internal Audit Office.	n.a.
NOTE/2008/1	1	The executive heads of United Nations system organizations participating in the Common Services Governance Framework at Nairobi should direct the Common Services Board to initiate with immediate effect the planned review of the Common Services Governance Framework with a view to streamlining it.	n.a.
	2	The Executive Directors of UNEP and UN-Habitat should delegate authority to UNON to represent them in the Common Services Board, the Common Services Executive Committee and the Common Services Management Team.	n.a.
	3	The Secretary-General should instruct the Director-General of the United Nations Office at Nairobi to ensure that meetings of the Security Management Team take place at least every month and more frequently if needed.	n.a.

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	4	The Secretary-General should request the Director-General of the United Nations Office at Nairobi to ensure that the Joint Medical Service is provided with appropriate accommodation within the current plans to expand United Nations premises at Nairobi.	n.a.
	5	The executive heads of United Nations system organizations participating in the Common Services Governance Framework at Nairobi should request that an ICT working group of the Common Services Management Team be established to put forward proposals for new ICT services and review any problems with existing services.	n.a.
	6	The executive heads of the United Nations system organizations participating in the Common Services Governance Framework at Nairobi should ensure that agreement is reached by the end of 2008, at the latest, by the Common Services Executive Committee and by the Common Services Board, on the draft memorandum of understanding on common premises services at Nairobi.	n.a.
	7	The executive heads of the United Nations system organizations participating in the Common Services Governance Framework at Nairobi should ensure that monitoring and evaluation of common services is carried out by service-specific subcommittees of users that should be established for this purpose.	n.a.
NOTE/2008/2	1	By the end of 2009, the Secretary-General, in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination, should invite the executive heads of United Nations system organizations to instruct their representatives at the four duty stations considered, in order to confirm or create a common governance structure for common services consisting of the following two groups: one at the level of heads of local resentative offices of United Nations agencies, and one at the level of administrative officials (as common governance committee).	n.a.
	2	By the end of 2009, the Secretary-General, in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination, should invite the executive heads of all United Nations system organizations to nstruct their representatives at the four duty stations considered, in order to ensure that the common governance committee overseeing common services be composed of officials responsible for providing or contracting out services, and at least one member of each entity as services user, thus securing common ownership and shared participation of all parties.	n.a.
	3	In the context of the acceptance of recommendations 1 and 2, the Secretary-General, in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination, should, by the end of 2009, invite the executive heads of all United Nations system organizations to instruct their representatives at the four duty stations considered, in order to ensure the participation of the Chairperson of the common governance committee at eetings of the heads of local agencies, as appropriate.	n.a.

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	4	By the end of 2009, the Secretary-General, in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination, should invite the executive heads of all United Nations system organizations to instruct their representatives at the four duty stations considered, in order to reinforce the dynamics of common services, including through a clearly identified function of a common services coordinator who will serve as secretary of the common governance committee.	n.a.
	5	In light of the relocation of the United Nations system organizations' staff due to the security and safety situation, the executive heads of all United Nations system organizations represented in Beirut should encourage their representatives to identify the concrete common services to be maintained or developed in the new circumstances.	n.a.
	6	The Secretary-General in his capacity as Chairman of CEB should request the High-Level Committee on Management to identify and agree upon, by the end of 2010, a series of basic principles for cost accounting and cost sharing for various types of common services among United Nations system organizations, in order to guide the elaboration of local arrangements for common services such as procurement, travel agencies, pouch and mail, health care, recruitment tests and learning activities, etc.	n.a.
	7	The executive heads of the United Nations system organizations should facilitate the approval and implementation of locally agreed upon arrangements for common services corresponding to the above-mentioned basic principles agreed upon by the High-Level Committee on Management.	n.a.
	8	The executive heads of all United Nations system organizations represented at the four duty stations considered should ensure that, by the end of 2009, a quality control system should be organized and a client satisfaction urvey system put in place for each common service supplemented with an evaluation conducted independently from the service provider.	n.a.
	9	The executive heads of all United Nations system organizations represented at the four duty stations considered should ensure that, by the end of 2010, the common governance committee would report to the heads of local epresentative offices of United Nations agencies on quality control mechanisms and on the results of the evaluations and the corrective actions stemming from their consideration.	n.a.
NOTE/2008/3	1	The Executive Director of the World Food Programme and the Secretary-General of the United Nations should jointly review the current arrangements for UNHAS with a view to proposing a set of principles and/or procedures governing the scope and process of launching, financing, managing and terminating UNHAS operations and submit them to the Economic and Social Council for its consideration and action at its substantive session in 2009.	n.a.
	2	The Secretary-General of the United Nations should direct the Inter-Agency Standing Committee to resume its comprehensive review of the humanitarian common services and establish a clearly defined framework of respective accountability and responsibilities of WFP, OCHA and the Humanitarian Coordinator in the process to operate UNHAS with impartiality and report thereon to the Economic and Social Council for its Substantive Session in 2009.	n.a.

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	3	The Secretary-General of the United Nations, in consultation with the Executive Director of WFP and the International Civil Aviation Organization should: (a) Report on the legal status of AVSTADS and the state of implementation of these standards including any difficulties identified in applying them both in peacekeeping and humanitarian operations within the United Nations system as well as in contractual agreements with national suppliers of air transports and services; (b) Review the adequacy of the contribution of these standards to ensure aviation safety and security to protect the personnel of the United Nations system organizations and the associated personnel to their operations, and(c) Invite the General Assembly, based on the report and the review requested above, to consider and decide on upgrading the status of AVSTADS with the necessary modifications at its sixty-fifth session.	n.a.
	4	The Secretary-General of the United Nations should direct the Emergency Relief Coordinator and the Executive Director of WFP via the Inter-Agency Standing Committee to review the current practice in the prioritization of passengers and cargo transportation services by UNHAS to establish a priority system that provides the users with equal and balanced opportunity by the end of 2009.	n.a.
	5	The Secretary-General of the United Nations should propose a draft standard host country agreement on the operation of UNHAS, including flight and landing permissions, to the General Assembly for consideration and approval.	n.a.
	6	In a case where an UNHAS operation continues over an extended period and the local air transport conditions do not meet the prescribed security and safety standards of the air transport operations of the United Nations, the Humanitarian Coordinator (or the United Nations Resident Coordinator) should ensure that UNHAS be provided with long-term flight and landing permission.	n.a.
	7	The Executive Director of WFP should produce and keep updated, on a real time basis, consolidated financial report of all aviation accounts through a standardized form of financial recording including the status of cost recovery, and appeals and receipt of the contributions by source of funds in order to enhance the ability of the World Food Programme to better mobilize general and stable contributions from donors.	n.a.
	8	The Secretary-General of ICAO, at the request of the Executive Director of WFP, should explore modalities in accordance with established procedures of ICAO for providing the latter's expertise to projects related to refurbishing local air infrastructure, such as repairing airstrips and establishing national air traffic regulation capacity in the areas where an operation of UNHAS is deployed by the end of 2010.	n.a.
	9	The Executive Director of WFP, in consultation with ICAO and UNDP/UNOPS, should instruct the Country Directors to present to the host country a medium- and long-term air service plan designed both to assist it in restoring and developing local secure airlines.	n.a.

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	10	The Executive Director of the World Food Programme should establish human resources management policy in its aviation sector taking into account the specific needs of the sector and report on it to the Executive Board by the end of 2010.	n.a.
	11	On the basis of improved performance information system and the collection of operational information in the field relevant to UNHAS operations, the Executive Director of the World Food Programme should formulate benchmarks and indicators for results-based budgeting and management in the aviation sector and make the management of UNHAS more accountable to its user community.	n.a.
	12	The Executive Director of the World Food Programme should, in consultation with the competent authorities of ICAO, convert the current review by ICAO consultants of WFP air safety and transport operations based on AVSTADS into a formal aviation safety audit and ensure the regular and timely submission of such audit reports by the competent officials of ICAO to the Executive Board.	n.a.
NOTE/2008/4	1-2	The executive heads of the United Nations system organizations should: (1) Develop the necessary management information mechanisms to collect consultancy statistics for analysis and monitoring; (2) Establish procedures to record, monitor, follow up and evaluate the outcome of consultancy reports.	n.a.
	3	The executive heads of the United Nations system organizations should ensure that there are clear policies and procedures in place to guide staff in deciding under what circumstances to resort to corporate consultancy services.	UNWTO is elaborating procurement guidelines which apply to corporate consultancies
	4-8	The executive heads of the United Nations system organizations should: (4) Develop an effective monitoring and reporting mechanism for waivers of competition; (5) Review waiver policy and practices with a view to clarifying, rationalizing and making the waiver of competition really exceptional; (6) Review the formal competition thresholds with a view to introducing new thresholds if justified; (7) Strengthen management controls on non-competitive procurements to ensure the implementation of established rules, regulations and procedures; (8) Provide clear guidelines and sensitize staff for the proper documentation of the procurement process, and monitor its implementation.	n.a.
	9	CEB through the procurement network of HLCM should discuss and initiate the preparation of a common waiver policy.	n.a.
	10	The executive heads of the United Nations system organizations should review their policy and procedures regarding best-value procurement techniques with a view to providing clear policy guidelines to improve implementation.	UNWTO is elaborating procurement guidelines which apply to corporate consultancies

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	11-13	The executive heads of the United Nations system organizations should ensure that: (11) Detailed guidelines are available for the preparation of solicitation and contract documents; (12) There is a database for the procurement documents and consultancy reports; (13) Staff are sensitized for better implementation, and the procurement authority provides effective monitoring and leadership in the process.	n.a.
	14-15	The executive heads of the United Nations system organizations should ensure that: (14) Adequate policies and guidelines exist for effective contract management; (15) An electronic contract management module is integrated into the information management system.	n.a.
	16-18	The executive heads of the United Nations system organizations should: (16) Ensure that adequate performance evaluation procedures and guidelines exist and are communicated to the staff responsible; (17) Ensure that the proper application of performance evaluations is enforced and monitored; (18) Establish a vendor performance evaluation database to be utilized in the procurement process.	UNWTO is elaborating procurement guidelines which apply to corporate consultancies.Recommendations 17 and 18 n.a.
	19	The executive heads of the United Nations system organizations should ensure that a standard conflict of interest policy is developed and integrated into the general conditions of contract.	Ethics policies including conflict of interests are in place at the UNWTO
	20	CEB through the HLCM procurement network should discuss and initiate the development of a common conflict of interest policy for procurements.	n.a.
	21	The executive heads of the United Nations system organizations, based on sound analysis, should selectively consider using long-term agreements for consultancy services with a view to increasing efficiency and effectiveness in the process. Organizational units should use cost-benefit analysis to decide whether to use LTAs or the standard procurement process in each case.	n.a.
	22	CEB through the HLCM procurement network should discuss and initiate the development of a common knowledge-sharing policy and platform in the area of procurement.	n.a.

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JIU Recommendations in 2007

Report	No.	Text of the Recommendation	Current status in UNWTO
REP/2007/12	1	The Economic and Social Council should review and strengthen the mandate of UNAIDS, including enhancing the authority of the secretariat, in order to effectively lead, coordinate and monitor the fight against HIV/AIDS and to ensure proper accountability of the Cosponsors to the joint programme. As part of the review, the number of Cosponsors should be restricted to the six original organizations/ Cosponsors, namely, UNDP, WHO, UNFPA, UNICEF, UNESCO and the World Bank. Other organizations can participate through the Cosponsors on the basis of a memorandum of understanding.	n.a.
	2	The Economic and Social Council should review and revise the authority, role and responsibility of the UNAIDS Programme Coordinating Board, in order to enable it to have supervisory responsibility over the UNAIDS secretariat and its Cosponsors in relation to the joint programme on HIV/AIDS.	n.a.
	3	The Economic and Social Council should review and revise the authority, role and responsibility of the UNAIDS Programme Coordinating Board, in order to enable it to have supervisory responsibility over the UNAIDS secretariat and its Cosponsors in relation to the joint programme on HIV/AIDS.	n.a.
	4	In order to enhance the effectiveness of Three Ones principles, the Executive Heads of the UNAIDS secretariat and the Cosponsors should assist the affected Member States to: (a) Ensure that the national strategic plans of the affected Member States are revised in conformity with these principles, are costed with detailed workplans and include the marginalized and vulnerable populations, as well as refugees, in the national strategic frameworks; (b) Ensure that the National AIDS Councils are established effectively with limited membership and with well-defined and clear roles and responsibilities; (c) Ensure that the Member States undertake appropriate measures to put in place a well-functioning monitoring and evaluation mechanism and provide adequate technical support.	n.a.
	5	In order to enhance the effective implementation of the universal access to the antiretroviral therapy, the executive heads of the UNAIDS secretariat and the Cosponsors should: (a) Strongly advocate the need for the launching of aggressive national campaigns for voluntary HIV/AIDS testing and assist the affected Member States to develop policies and programmes aimed at encouraging their citizens to voluntarily take HIV/AIDS testing; (b) Assist the affected Member States to ensure the harmonization of procurement procedures at the country level, as well as in establishing efficient supply management; (c) Assist the affected Member States to ensure that antiretroviral therapy programmes are integrated into the sexual and reproductive health programmes and treatment services for tuberculosis and malaria.	n.a.

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	4	In order to enhance the effectiveness of Three Ones principles, the Executive Heads of the UNAIDS secretariat and the Cosponsors should assist the affected Member States to: (a) Ensure that the national strategic plans of the affected Member States are revised in conformity with these principles, are costed with detailed workplans and include the marginalized and vulnerable populations, as well as refugees, in the national strategic frameworks; (b) Ensure that the National AIDS Councils are established effectively with limited membership and with well-defined and clear roles and responsibilities; (c) Ensure that the Member States undertake appropriate measures to put in place a well-functioning monitoring and evaluation mechanism and provide adequate technical support.	n.a.
	5	In order to enhance the effective implementation of the universal access to the antiretroviral therapy, the executive heads of the UNAIDS secretariat and the Cosponsors should: (a) Strongly advocate the need for the launching of aggressive national campaigns for voluntary HIV/AIDS testing and assist the affected Member States to develop policies and programmes aimed at encouraging their citizens to voluntarily take HIV/AIDS testing; (b) Assist the affected Member States to ensure the harmonization of procurement procedures at the country level, as well as in establishing efficient supply management; (c) Assist the affected Member States to ensure that antiretroviral therapy programmes are integrated into the sexual and reproductive health programmes and treatment services for tuberculosis and malaria.	n.a.
	6	In order to enhance the effective implementation of universal access to antiretroviral therapy, the executive heads of the UNAIDS secretariat and the Cosponsors should: (a) Assist the affected Member States in developing policies and procedures aimed at developing combined short and long-term human resource strategies for the purpose of improving conditions for current workers;(b) Provide technical support to develop adequate training programmes for health workers;(c) Undertake advocacy programmes to discourage migration of health workers to other countries.	n.a.
	7	The executive heads of the UNAIDS secretariat and the Cosponsors should assist the affected Member States in developing policies and procedures aimed at addressing the problem of stigma and discrimination. They should also undertake public awareness programmes to advocate that people living with HIV enjoy the same legal rights as everyone else.	n.a.
	8	The executive heads of the UNAIDS secretariat and the Cosponsors should strongly encourage and assist the affected Member States, in coordination with their donors, to take the necessary steps to re-emphasize the need to devise both immediate and long-term strategies for enhancing HIV prevention in synergy with the rapidly expanding ART programmes.	n.a.
	9	The executive heads of the UNAIDS secretariat and the Cosponsors should strongly encourage and assist the affected Member States, in devising innovative financing mechanisms, both at national and international levels, to ensure long-term sustainability of antiretroviral therapy programmes.	n.a.

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	10	The executive heads of the UNAIDS secretariat and the Cosponsors should encourage and assist the affected Member States to: (a) Devise rules and regulations for registering and involving civil society partners in HIV/AIDS programmes; (b) Build on the existing NGO Code of Good Practice and put in place a code of conduct for civil society partners with stringent action against abuse and/or improper use of funds.	n.a.
	11	The Secretary-General should: a) Urge the Department of Public Information (DPI) to enter into a memorandum of understanding with the UNAIDS secretariat, with the objective of identifying critical areas of cooperation and collaboration and with a view to ensuring effective dissemination of information on HIV/AIDS-related activities across the globe; b) Urge DPI to assist in building the capacity of those countries that do not have the capacity and resources necessary to undertake effective AIDS awareness campaigns in their respective countries.	n.a.
REP/2007/11	1	Congress should clarify the status of the Executive Council as an intergovernmental body and should modify the Convention accordingly.	n.a.
	2	The Executive Council should submit a proposal to the sixteenth Congress for its approval that sets out the respective responsibilities of Congress, the Executive Council and the secretariat for the Strategic Plan, the Programme and Budget, and the Operational Plan, and any related changes to the WMO legal instruments.	n.a.
	3	The Executive Council should submit a proposal to the sixteenth Congress for a WMO Strategic Plan for the four-year financial period comprising a strategic plan and a programme and budget outline, for its review and adoption.	n.a.
	4	The Executive Council should adopt a Programme and Budget for each biennium.	n.a.
	5	Congress should delegate sufficient authority to the Executive Council to enable it to determine and modify financial and other operational regulations. To this end, the Executive Council should prepare and submit a proposal to the sixteenth Congress.	n.a.
	6	The Executive Council should give clear direction with regard to results-based management concepts and policy, and should request the Secretary-General to expedite the transition to a results-based structure and culture, aligning all parts of the Organization with RBM, taking into account the benchmarks formulated in the respective reports of JIU.	n.a.
	7	The programme structure of WMO should be rationalized to align it with the WMO Strategic Plan. In this regard, the Executive Council should request the Secretary-General to commission an independent study on this issue to be submitted to the Executive Council.	n.a.

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	8	The technical commissions should set up a cross-commissions working group to review the current structure with a view to rationalizing it, taking into account the conclusions of the independent study referred to in recommendation 7 above.	n.a.
	9	The Executive Council should request the Secretary-General to initiate comprehensive country/regional needs assessments in cooperation with the regional associations and the countries, with particular emphasis on the least developed countries, which would feed into the regional strategic plans, the WMO Strategic Plan, and the Programme and Budget. In this regard, the Executive Council should invite member countries to provide the necessary cooperation and support.	n.a.
	10	The Secretary-General should develop a country/regional feedback mechanism to facilitate measurement of the achievement of expected results.	n.a.
	11	The Secretary-General should ensure that each WMO office in the field prepares a detailed annual plan with activities and performance indicators that is aligned with the Strategic Plan and the Programme and Budget, and makes quarterly reports thereon to headquarters. The report should include, inter alia, activities undertaken, planned activities, targets and actual results, and improvements in the countries/region in terms of WMO expected results.	n.a.
	12	The Secretary-General should ensure that WMO offices in the field participate actively in the preparation of the country/regional assessments, prepare follow-up reports on all relevant issues in the countries/region, initiate project development and implementation, and proactively undertake resource mobilization activities.	n.a.
	13	The Secretary-General should prepare a resource mobilization strategy for the consideration of the Executive Council.	n.a.
	14	The Secretary-General should assist countries and/or regions to prepare high-impact regional or multi-country projects based on the regional needs assessments.	n.a.
	15	The Secretary-General should ensure that a clear common regulatory framework is in place, bringing all administrative instruments up to date, and maintaining them so on a regular basis, and making them accessible on the WMO intranet.	n.a.
	16	The Secretary-General should compile a comprehensive set of internal procedures, guidelines and instructions setting out departmental responsibilities, work processes and workflows, and make it accessible on the WMO intranet.	n.a.

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	17	The Secretary-General should establish a task force under his chairmanship to identify and address the problems in coordination and cooperation between departments.	n.a.
	18	The Executive Council should request the Secretary-General to submit for its consideration a long-term strategy to reduce the cost of international meetings. The strategy should include proposals, inter alia, to increase the effectiveness and reduce the number and length of meetings, including reducing the number of working groups.	n.a.
	19	The Executive Council should change the basis for transfers between budget appropriation parts from a percentage of the total maximum expenditure authorized for the four-year financial period to a percentage of the relevant biennial budget appropriation part.	n.a.
	20	The Executive Council should grant the Secretary-General authority to make transfers between budget appropriation parts limited to 5 per cent of the lesser appropriation amount. It should also require him to seek the prior approval of the President for any transfer above this limit, and to report to the Financial Advisory Committee the reasons for such transfers and the implications for the programme and budget.	n.a.
	21	The Executive Council should request the Secretary-General to prepare programme and budget proposals based on a realistic lapse factor.	n.a.
	22	The Secretary-General should ensure as a matter of urgency that clear guidelines and instructions for the new IRM/Oracle system are available to all users.	n.a.
	23	The Secretary-General should ensure as a matter of urgency that all users of the new IRM/Oracle system receive adequate training.	n.a.
	24	The Secretary-General should launch a policy that proactively pursues gender balance in the secretariat to increase the proportion of women at the professional level and above, and particularly at the senior management level. As part of this policy, Members should be encouraged to put forward more female candidates for fellowship and training programmes.	n.a.
	25	The Secretary-General should launch a policy that proactively pursues geographical balance in the secretariat to increase representation from under- represented regions, with priority in recruitment given to candidates from countries that are not represented.	n.a.
	26	The Secretary-General should ensure that secretariat functions for the Audit Committee are provided by IOO.	n.a.

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	27	The Secretary-General should establish a formal ethics function to promote and oversee the implementation of the WMO Ethics Code.	n.a.
REP/2007/10	1	The executive heads of the United Nations system organizations concerned should thoroughly assess the strategic importance of their liaison office(s), and define priorities for them in terms of intended impact, using results based management (RBM) as a planning, reporting and evaluation tool.	The UNWTO has currently a liaison office in New York and an Official of loan to UNEP in Paris within its program for Institutional and Corporate Relations. Mandates are very specific in both cases.
	2	The legislative bodies of the United Nations system organizations concerned should, based on the assessment of their liaison office(s) by the respective executive heads, recognize their strategic role and provide core funding from the organizations' regular budgets commensurate with established priorities.	Funding of both operations is conmensurate with UNWTO's resources
	3	The executive heads of United Nations system organizations concerned should ensure a balanced post structure and grading of the staff of liaison offices, based on its required effective participation in issues of mutual interest at the international hubs concerned and on an inventory of skills and competencies.	Staffing of both operations is conmensurate with UNWTO's resources
	4	The executive heads of the United Nations system organizations concerned should conduct a cost-benefit-analysis prior to outposting additional staff, over and above the necessary nucleus of core-funded staff, to liaison offices.	New York office is staffed through external collaborators, making it a very cost-efficient operation. Arrangement with UNEP involves only one staff
	5	The executive heads of the United Nations system organizations concerned should ensure timely and proper succession planning for the heads of their liaison offices. Heads of offices should be selected through a competitive and fully transparent process, focusing on managerial competencies.	New York office is staffed through external collaborators, making it a very cost-efficient operation. Arrangement with UNEP involves only one staff
	6	The executive heads of the United Nations system organizations should, in a spirit of collaboration and reciprocity, ensure that in New York and Geneva, the learning opportunities offered to their own staff be extended to the personnel of LOs in these locations, and encourage the staff of their own LOs to make full use of available learning opportunities offered	UNWTO staff has equal opportunities in its access to HR training resources
	7	The executive heads of the United Nations system organizations concerned should ensure that relevant information is judiciously and broadly disseminated between liaison offices and their respective organizations as well as internally within liaison offices, using all means of communication to maximize their outreach, such as teleconferencing, videoconferencing, staff meetings and (de)briefings of staff on mission.	Communications with NY office and official in Paris are mainly through electronic means due to the costs of air travel

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	8	The executive heads of the United Nations system organizations concerned should request the heads of oversight services to ensure adequate audit and evaluation coverage of liaison offices	All UNWTO resources are subject to audit regardless as to whether they are spent at Headquarters or not
REP/2007/9	1	The General Assembly should request the Secretary-General to report to its sixty-third session on the implementation of the recommendations contained in this report, in particular, those aimed at reducing the length of the NCRE process and improving the NCRE roster management.	n.a.
	2	The Secretary-General should regulate, through an administrative issuance, the entire NCRE process including the announcement, convocation and organization of NCRE with clear delegation of authority on the different elements in the decision-making and operational process.	n.a.
	3	The Secretary-General should take concerted measures to improve the reliability of NCRE-related labour force planning and to make it an integral and coherent part of the overall strategic labour force planning for the Organization.	n.a.
	4	The Secretary-General should ensure that the identification of occupational groups in which competitive examinations are held is in line with the overall human resources policy of the Organization.	n.a.
	5	The Secretary-General should elaborate and implement a set of measures to reduce the length of the present NCRE process, in particular the examination process, by investing commensurate financial resources in the process. The exact dates of the beginning and end of the examination phase should be set and made public.	n.a.
	6	The Secretary-General should initiate measures to ensure that an increased joint corporate responsibility prevails in the Organization and supports the activity of SBEs. To maintain the high quality of the examination process, detailed criteria for the selection of board members should be established and the work of the SBE members should be recognized properly in the PAS evaluation.	n.a.
	7	In the framework of the new administrative issuance regulating the NCRE system, the Secretary-General should reorganize and strengthen CREB with a mandate to play a substantial strategic oversight role in the NCRE process.	n.a.
	8	The Secretary-General should elaborate and implement an action plan with a view to reorganizing the present NCRE roster management system to address the identified weaknesses, including the integrated recruitment and reassignment system at P-2 level, and strengthening its IT and website support and tools.	n.a.

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	9	The Secretary-General, in his capacity as Chairman of CEB, should propose that the Human Resources Network of CEB review the possibility of cooperation, on a voluntary basis, among the United Nations system organizations concerning competitive recruitment examinations, roster management and related recruitment issues.	n.a.
REP/2007/8	1	OHCHR should undertake deliberate measures to link the budget and planning process to results and managerial performance, in line with a results based management approach, as part of a more rigorous monitoring and valuation framework.	n.a.
	2	The General Assembly should instruct the High Commissioner to seek the advice and the views of the Human Rights Council in the preparation of the proposed strategic framework and the associated budget requirements for human rights activities, prior to the finalization of these documents.	n.a.
	3	OHCHR should establish an appropriate Board of Trustees for the Trust Fund for the Support to the Activities of OHCHR, which would review and approve the specific projects and activities to be financed by the Fund.	n.a.
	4	The General Assembly should establish a reasonable balance between the regular budget of OHCHR and the voluntary contributions that could be accepted in support of human rights related activities.	n.a.
	5	In order to broaden the donor base, the High Commissioner for Human Rights should increase the dialogue with representatives from non-traditional donor countries, with a view to expanding their participation in financing human rights activities.	n.a.
	6	The General Assembly should instruct OHCHR to strengthen its efforts to convince donors to continue to reduce earmarked funding or enhance the flexibility of funds, applying principles such as the Good Humanitarian Donorship principles.	n.a.
	7	The High Commissioner for Human Rights should inform the Human Rights Council of the voluntary contributions, which are received by OHCHR, their allocation, as well as the conditionalities that may be attached to them.	n.a.
	8	The General Assembly should introduce a temporary maximum level on the recruitment of new professional staff (between the P-1 and P-5 levels) to OHCHR from overrepresented regions, until such time as a geographical balance has been reached.	n.a.

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REP/2007/7	1	The Council should request the Secretary-General to submit for its consideration a long-term strategy for the reduction of costs of international meetings. This strategy should include, inter alia, measures aimed at: a) reducing the number of meetings of the committees, subcommittees and working groups and their duration; and b) enforcing the documentation rules and guidelines adopted by the Council and the technical committees more consistently and reducing the volume of documentation.	n.a.
	2	The Council should affirm its commitment to results based management (RBM) and should request the Secretary-General to speed up the transition to a results-based management structure and culture in accordance with the benchmarks formulated in the JIU report JIU/REP/2004/5. The Council should ensure adequate resources for its implementation.	n.a.
	3	The Secretary-General should establish a cross-functional team to develop a comprehensive and proactive external outreach strategy, which should be submitted as soon as possible to the Council for its review and approval. The external outreach strategy should also include measures for the more active mobilization of extra-budgetary resources.	n.a.
	4	The Secretary-General should ensure that starting from the financial period 2010-2011 further refined performance indicators based on continuous subsequent statistical analysis and increased experience with their use should be applied. All performance indicators should be SMART (specific, measurable, achievable, realistic and timely).	n.a.
	5	The Secretary-General should ensure that starting from the financial period 2010-2011 an adequate direct linkage between input/resources and output/results at the programme, subprogramme and work programme level is established in order to further improve the Organization's planning and monitoring capacity.	n.a.
	6	The Secretary-General should, in accordance with Article XIII of the IMO Financial Regulations, inform Member States of the administrative and financial implications of additional mandates/tasks requested by them in order for Member States to ensure the provision of adequate resources.	n.a.

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	7	The Council should request the Secretary-General to develop a mechanism for regular evaluation and needs assessments of programmes in order to identify activities which might have become obsolete, inefficient or of marginal usefulness to Member States. IMO should draw on the results and experience of the Voluntary IMO Member State Audit Scheme in this regard.	n.a.
	8	The Secretary-General should establish an ombudsman post, even as a dual function post, in accordance with the best practices of the United Nations system.	n.a.
	9	The Secretary-General should discontinue the practice of personal promotion and direct recruitment in order to enhance competitiveness, transparency and fairness with regard to recruitment and promotion.	n.a.
	10	The Secretariat should consider entering into licence agreements with publishing companies translating IMO publications into languages other than the six official languages of the Organization in order to establish an additional source of income.	n.a.
	11	The Secretary-General in his capacity as a member of the United Nations System Chief Executives Board for Coordination (CEB) should share the experience of IMO concerning its Regional Presence Scheme and its programme to achieve coordination and cooperation with other United Nations system organizations.	n.a.
REP/2007/6	1	The United Nations System Chief Executives Board for Coordination, through its High-level Committee on Management, should develop: (a) A common definition of knowledge management to be used by all United Nations system organizations; (b) A glossary of common terminology, which can be used in the development of knowledge management strategies and initiatives; (c) A minimum common set of guidelines to be used as the basis for each United Nations system organization in the development of its own knowledge management strategy.	n.a.
	2	Recommendation 2 The executive heads of the United Nations system organizations should: (a) Survey the knowledge needs of the clients (internal and external) of their organizations; (b) Undertake an in-house knowledge inventory for each organization; (c) Identify and address the potential knowledge gaps existing between the clients' needs and the knowledge available within each organization; (d) Develop, or revise, the knowledge management strategy of their organization, based on the above points and on guidelines to be developed by CEB.	UNWTO has extensively reviewed the knowledge needs of its members in regards to its mandate and has established a specific knowledge network for that purpose
	3	The General Assembly and the respective governing bodies of the United Nations system organizations should make the necessary provisions for the establishment of dedicated knowledge management units within each organization. The knowledge management units should be provided with the necessary financial and human resources, according to the dimension and specific needs of each organization.	UNWTO has a knowledge network for this function

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	4	The United Nations System Chief Executives Board for Coordination should review the possibility of developing a common search engine, which can facilitate interoperability and access by the different organizations within the system to knowledge and information, including intranets and databases, available across the United Nations system.	n.a.
	5	The executive heads of the United Nations system organizations should establish knowledge-sharing competencies as one of the criteria to be assessed in the staff performance appraisal system.	UNWTO's performance appraisal system includes evaluation of knowledge needs
REP/2007/5	1	The Council should request the Secretary General to engage independent external expertise to perform a comprehensive needs assessment of the human and financial resources of the Organization, including regional offices. Such an assessment would be opportune in the light of the Organization's ongoing efforts toward reform and its current financial constraints that demand greater effectiveness and efficiency.	n.a.
	2	Taking into consideration the best practices of other United Nations organizations the Council should: a) establish a long term plan for convening the Assembly every two years for a period of not more than three weeks, in line with other United Nations system organizations, to facilitate effective decision-making and governance in ICAO; b) adopt a biennial budget to enhance planning, in the context of a change to a biennial Assembly; and c) streamline the number of meetings of the Council and subordinate bodies so that the overall administrative burden on the secretariat relating to meetings is reduced.	n.a.
	3	The Council should undertake measures to ensure that the division of responsibilities between governance and executive management are fully adhered to in practice and that the Secretary General is authorized to recruit and promote against approved posts at all levels in the Organization without seeking prior Council advice.	n.a.
	4	Pending the outcome of the needs assessment, the Council should encourage the assumption of greater responsibilities by Member States and regional groups for activities within their respective regions.	n.a.
	5	Pending the outcome of the needs assessment, the Secretary General should review the structure of programmes and the distribution of tasks within the secretariat with the view to ensuring better rationalization and avoiding overlap and duplication.	n.a.

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	6	The Secretary General should establish a cross-functional team to develop a strategy for a more proactive external outreach programme for ICAO. The team should include staff of the External Relations and Public Information Office.	n.a.
	7	The Secretary General should submit, for the approval of the Council, more proactive results-based action plans to effectively facilitate equitable geographical representation; improve age distribution among staff through the recruitment of more junior professionals; and promote succession planning to ensure the transfer of knowledge and institutional memory, particularly	n.a.
	8	The Secretary General should review and submit, for the approval of the governing bodies, a revised personnel policy that includes a limited number of non-renewable term contracts of not more than five to seven years for highly technical expertise, so as to facilitate regular inflow of the best expertise to the Organization.	n.a.
	9	The Council should allocate realistic financial resources for training, at least 1 per cent, preferably two to three per cent of the regular budget. Emphasis should be placed on management and IT training to facilitate the current and future needs of the Organization.	n.a.
	10	The Secretary General should submit to the Council a comprehensive ICT strategy focusing on centralization, compatibility, standardization, and licensing control to be approved and implemented within one year; and establish timelines for the full computerization of conference services, including the introduction of e-conferencing equipment and services.	n.a.
	11	The Secretary General should study best practices of other United Nations system organizations with the view to submitting for the consideration of the governing bodies a comprehensive strategy to reduce the cost of language services.	n.a.
	12	The Secretary General should ensure that the mandate of the Office for Programme Evaluation, Audit and Management is strictly adhered to so as to avoid jeopardizing the independence of the Office.	n.a.
	13	The Council should increase the resources allocated to the Office for Programme Evaluation, Audit and Management and ensure the financial independence of the Office.	n.a.
	14	The Council should expedite the elaboration of the terms of reference for the oversight board in accordance with the standards outlined in the JIU report 'Oversight lacunae in the United Nations system' (JIU/REP/2006/2).	n.a.

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REP/2007/4	1	The legislative body of each organization of the United Nations system should (a) request its executive head to provide detailed and analytical information regarding age structure and other related information as part of a periodic human resources management report; and (b) set targets, establish benchmarks, and use them to monitor the measures taken by the organization to address the potential impact of ageing of its staff members.	UNWTO provides specific age structure of its staff to its governing bodies. Aeging of its staff is addressed through hand-over mechanisms
	2	The legislative body of each organization of the United Nations system should request its executive head to review the staffing structure of his or her organization in order to establish a balanced staff grade structure. To rejuvenate the staffing structure, more junior level posts (at P-2 and P-3 levels) should be established to attract young professionals. To achieve this, adequate cooperation and coordination between the human resources/finance divisions and the substantive divisions should be ensured.	UNWTO staff structure is formulated on the basis of program needs and availability of resources. Nearly 60% of P-level staff are at grades P1, P2 and P3 while CEB shows that proportion for the UN system a bit over 40%
	3	Executive heads of each United Nations system organization should review, in consultation with ICSC and the CEB Human Resources Network, the standards of eligibility requirements for posts at and below P-3 level, placing more emphasis on educational qualifications, technical skills and potential performance.	UNWTO has elaborated its standard requirements for job profiles at all P-grades. While education and potential to grow are factored in, due to UNWTO's small staff base proven on-the job skills and actual performance are also key competences
	4	Executive heads of each United Nations system organization should (a) undertake special measures to ensure the influx of young professionals through special recruitment drives; (b) strengthen the career development prospects for young professionals through enhanced training and staff development; (c) allocate adequate resources for training and staff development activities; and (d) adequately address the work/life issues of staff members with special attention to the family-related issues of young professionals.	Selection, career development, training and work-life balance are of primary focus to HR for all staff, not only young-professionals
	5	Legislative bodies of the United Nations system organizations should request the executive management to (a) submit regular reports showing retirement forecasts; (b) establish performance indicators to forecast replacement needs and monitor their implementation; and (c) take adequate measures to ensure proper knowledge transfer and safeguard institutional memory.	UNWTO provides specific age structure of its staff to its governing bodies. Aeging of its staff is addressed through hand-over mechanisms
	6	Executive heads of the United Nations system organizations should request the CEB secretariat, through its Human Resources Network, to assess the current status of succession planning in these organizations, and include succession planning on the agenda for in-depth discussion at its regular meetings, with a view to developing policies and a framework for succession planning, using the broad benchmarks provided in this report, for adoption by the United Nations system.	UNWTO provides specific age structure of its staff to its governing bodies. Aeging of its staff is addressed through hand-over mechanisms

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	7	The General Assembly should request the Secretary-General of the United Nations, in his capacity as the chairperson of CEB, to initiate a review, with the involvement of the UNJSPF Board and ICSC, on the possibility of changing the mandatory age of separation in view of the number of impending retirements in the United Nations system, with due consideration to the increase in life expectancy at the age of 60.	n.a.
	8	Executive heads of the United Nations system organizations, in coordination with CEB and ICSC, should review the existing regulations and financial limits relating to the employment of retirees, with a view to making them more flexible, and submit an appropriate proposal to their respective legislative bodies.	UNWTO follows CEB guidelines
REP/2007/3	1	Congress should increase the level of WCF from CHF 5.0 million to CHF 7.5 millionfor the 2008-2011 financial period.	n.a.
	2	Congress should urge Members to pay their assessed contributions in full, on time and without any condition.	n.a.
	3	The Executive Council should set up an ad hoc working group composed of representatives of the Organization's Members to analyse and develop proposals for addressing the problem of long-outstanding contributions, to be presented to the sixtieth session of the Executive Council.	n.a.
	4	The Secretary-General should strengthen the cash forecasting function and ensure that the Organization's financial information records are kept up-to-date	n.a.
	5	The Secretary-General should: (a) Strengthen the financial analysis and risk management capacity of the Organization to continuously monitor and assess the financial situation, make projections, identify, evaluate and follow-up risks and prepare possible scenarios. To this end the Secretary-General should assign the financial analysis function to a specific unit; and (b) Ensure periodic internal management reports include, inter alia, a detailed analysis of the financial situation; monthly cash projections and actual results; cash shortages and concomitant effects on activities; new projections; and action-oriented recommendations for anticipated problems	n.a.
	6	The Secretary-General should: (a) Report twice a year, in May and October, to Members about the financial situation of the Organization and, in addition to contribution statistics, the reports should include, inter alia, follow-up action on contribution delays; the latest cash position; an analysis of previous projections with actual results; cash shortages and their impact on the Organization; cash flow projections indicating cash needs and potential cash shortages; an overall assessment of the risks and implications for treasury and programme management and possible measures; and (b) Include the latest financial assessment of the Organization in the letters sent separately to Members in arrears	n.a.

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REP/2007/2	1	The legislative bodies of the United Nations system organizations should formally recognize staff health insurance as an important integral part of the common system. They should request the International Civil Service Commission (ICSC) to undertake periodic reviews with a view to making recommendations to the General Assembly.	UNWTO recognizes the importance of Health Insurance. To that effect it provides a generous health policy to its employees and qualifying retirees to which it subsidizes 2/3 of the cost of such policy
	2	In this regard, the General Assembly should establish, initially, an ad hoc advisory body to assist ICSC in formulating broader principles, policies and standards for staff health insurance schemes. The advisory body should be composed of representatives of Member States, officials of the United Nations system organizations, elected representative(s) of the staff, and elected representative(s) of the retirees, and be assisted by experts in health and insurance matters from the private sector.	n.a.
	3	The legislative bodies of each United Nations system organization should request their respective executive heads to harmonize the existing health insurance schemes, initially at the level of the duty station, and in the longer term across the common system, relating to scope of coverage, contributions and benefits and to establish periodic reporting on health insurance related information to the legislative bodies.	UNWTO is the only UN Agency headquartered in Madrid and has no field offices, hence there is no particular need to harmonize conditions with any particular organization. However, as coverage is provided by Van Breda (Cigna) which also services other UN bodies, this effectively addresses harmonization
	4	The legislative bodies of each United Nations organization should request their respective executive heads to undertake periodic actuarial studies based on a uniform system-wide methodology to determine the extent of accrued ASHI liabilities and to disclose the liabilities in the financial statements.	UNWTO commisioned studies on ASHI liabilities as part of its IPSAS implementation
	5	The legislative bodies of each organization should: (a) Request their respective executive heads to put forward proposals for funding the ASHI liabilities; (b) Provide adequate financing to meet the liabilities and establish a reserve for this purpose.	Funding of ASHI liabilities are addressed through specific budget appropriations
	6	The United Nations General Assembly should establish a common fund to pool the reserves (existing and to be established), which should be invested in a manner similar to the assets of UNJSPF.	n.a.
	7	Executive heads should implement cost containment measures proactively in their respective organizations and ensure that these measures are taken in a coordinated manner among the various organizations in a duty station.	UNWTO has effectively contained its medical costs such that Van Breda (Cigna) has not modified the annual premium for several years
REP/2007/1	1	The legislative bodies of each United Nations fund and programme should establish an intergovernmental working group to develop proposals for a voluntary indicative scale of contributions for core resources, based on the model adopted by UNEP, for the consideration and approval of the legislative bodies.	n.a.

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	2	Executive heads should develop, or continue to develop, flexible funding modalities, such as thematic funding and pooled funding, for the consideration and approval of the legislative bodies.	UNWTO is very flexible in considering proposals for voluntary contributions
	3	Executive heads should review the existing policies and procedures of their respective organizations that guide interactions with donor countries and revise them, as appropriate, to ensure that those interactions are conducted in a systematic and open manner.	Protocols with donors are very standard including establishment of MOU for conditions and reporting on deliveries and financial implementation
	4	The legislative bodies of United Nations system organizations should request their respective executive heads to expedite work on the harmonization of support cost recovery policies that is currently being carried out under the auspices of the United Nations System Chief Executives Board for Coordination (CEB).	UNWTO has established specific detailed financial rules for voluntary contributions, including cost recovery based on UN practice
	5	The legislative bodies of United Nations system organizations should request their respective executive heads to ensure that agreements negotiated with individual donor countries for associate expert/junior professional officer programmes include a funding component for candidates from under- and unrepresented countries.	Policies for experts of loan have been approved, including funding
	6	The legislative bodies of United Nations system organizations that have not already done so should request their respective executive heads to develop a corporate resource mobilization strategy for the consideration and approval of the legislative bodies.	UNWTO has a program specifically tasked for resource mobilization and its policies
	7	Executive heads should ensure that the resource mobilization strategy developed for their respective organizations includes a centralized coordinating entity and that the roles, responsibilities and any delegated authorities for resource mobilization are clearly specified in appropriate administrative instruments.	UNWTO has a program specifically tasked for resource mobilization and its policies
NOTE/2007/1	1	Recommendation 1 The Director-General should design a proper strategy with long-term objectives and targets for UNOG, submit it to the Secretary-General, and if required, through him to the General Assembly for approval, and disseminate it to all staff at UNOG and its clients.	n.a.
	2	Once the strategy is in place, the Director-General should implement it using the results-based management (RBM) principles contained in the benchmarking framework approved by the General Assembly in its resolution 60/257.	n.a.
	3	The Director-General should ensure that the recruitment, placement and promotion of staff, in particular at the P-5 level and above, is carried out in accordance with the benchmarks approved by the General Assembly in its resolution 60/257.	n.a.

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	4	The Director-General should ensure that a comprehensive management training programme that focuses on managing staff in a United Nations context (cultural sensitivity, staff and financial rules, team building, integrity, etc.) be established and made a prerequisite for any staff moving to management functions.	n.a.
	5	The Director-General should benchmark the staff/management consultative mechanisms to ensure that it is clear to the staff that they constitute a forum where their voice is heard.	n.a.
	6	The Director-General should ensure that qualified candidates for General Service posts willing to travel to Geneva at their own expense to participate in interviews are provided with a United Nations official invitation.	n.a.
	7	The Director-General should ensure that the overall strategy for UNOG is reflected in a proper work programme for UNOG as a whole and at the division, service, section and unit levels. Based on this work programme, the Director-General should instruct UNOG managers to align the current implementation of the PAS system to the corresponding cascading objectives of the work plan in accordance with the benchmarks approved by the General Assembly in its resolution 60/257 (See A/59/617, Part III, A).	n.a.
	8	The Director of Administration should ensure that the UNOG Medical Services Section, without prejudicing the confidentiality of medical cases, keep updated information on sick leave and its causes and play a more proactive role in verifying the information provided in medical certificates, in particular in chronic cases of extended or recurrent sick leave and recommend courses of action to the managers concerned.	n.a.
	9	The Secretary-General should give priority to the preparation of a Capital Master Plan for the Palais des Nations compound, which should also take into account the imperative to secure adequate archiving solutions.	n.a.
	10	The Director of Administration of UNOG should implement the previous decision of rationalizing the mail distribution service by attributing the posts to the services concerned to be absorbed by them, which appears to be the most reasonable and cost-effective solution.	n.a.
	11	The Director-General should address without delay the problems related to SAFI described in paragraphs 84-85 of the present note and implement the recommendations of OIOS in its report “Audit of SAFI”.	n.a.
	12	The Director-General should ensure that SAFI operations are contracted out, following a competitive process, to a commercial entity (like the catering services), which would be entirely responsible for establishing clear legal and governance frameworks and effective internal controls, thus avoiding any risk to the image of, and potential contingent liabilities affecting, UNOG.	n.a.

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	13	The Director-General should take action to locate SAFI outside the Palais des Nations compound, in compliance with H-MOSS requirements.	n.a.
	14	The Secretary-General should pursue his efforts to ensure that the position of Chief, Information and Communication Technology Service (ICTS) should be at the same level as the chiefs of other Services within the Division of Administration.	n.a.
	15	The Director-General, as chairperson of the Geneva Management Ownership Committee (GMOC), should seek further the commitment of the executive heads of the Geneva-based United Nations organizations to common services initiatives.	n.a.
	16	The Director-General should carefully review those issues pointed out in this note that were not the subject of specific recommendations or management letters with a view to resolving/implementing them (see annex III).	n.a.
NOTE/2007/2	1	The executive heads of those United Nations system organizations which have not yet done so, should implement VoIP technologies in new telecommunication projects, whenever these projects are aimed at replacing end-of-life telephone systems, constructing new buildings, renovating current buildings or renting new offices.	UNWTO has a specific project on VOIP to replace current switchboard operation
	2	The executive heads of those United Nations system organizations, which have not yet done so, should pursue joint procurement of telecommunication services and equipment, especially for those organizations which are in the same duty station.	UNWTO's VOIP project is studying the possibility to using UN technology as a saving mechanism for the cost of supplies and equipment
	3	The executive heads of those United Nations system organizations which have not yet done so, should make evaluations on an on-going basis and prepare an implementation plan for the use of various voice technologies, including VoIP, which should include a detailed business case description, amount of investment required and expected returns, a risk management strategy and a contingency plan.	UNWTO has a specific project on VOIP to replace current switchboard operation

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REP/2006/7	1	The General Assembly should request the Secretary-General to resolve the challenges and obstacles identified in the present report (see paragraph E) before further implementing phase 4 of the mobility policy so as to better equip the Organization for the fuller implementation of mobility in the near future and to report to the General Assembly, at its sixty-second session, on the progress made in implementing the present recommendation.	n.a.
REP/2006/6	1	The General Assembly may wish to establish a golden rule whereby new reports on the same reform or management processes should be accompanied by an evaluation of the implementation and impact of previous processes.	n.a.
	2	As the way to bring coherence to the current reform process, the General Assembly should request the Secretary-General to frame his reform proposals within the context of the approved benchmarking framework for the implementation of RBM in the United Nations.	n.a.
	3	The Secretary-General should, with immediate effect, develop an RBM corporate conceptual framework and a time-bound implementation strategy or road map for consideration and approval by the General Assembly. In so doing, the Secretary-General should refer to the approved benchmarking framework for RBM with a view to promoting a common understanding of RBM; providing clear definitions of RBM concepts and techniques; harmonizing RBM tools and terminology within the organization; adapting RBM to the business and operations of the organization at all levels and emphasizing the implications and requirements of such an adaptation.	n.a.
	4	In developing the above-mentioned corporate conceptual framework, the Secretary-General should elaborate on concrete proposals and related transparency and accountability commitments for a fair division of labour between the legislative organs, the Secretariat and the oversight bodies.	n.a.
	5	The Secretary-General, in his capacity as Chairman of CEB, should discuss the preparation of an institutional framework within the Board, proposing the operational doctrine, the rules of engagement, the guidelines and a road map for the United Nations system involvement in cooperation for development, to be submitted for consideration and approval by the respective legislative organs of the United Nations system organizations	n.a.

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	6	To streamline the planning, programming and budgetary cycle and to facilitate supervision by the General Assembly, the Secretary-General should present for consideration and approval by the General Assembly: (a) a long-term planning instrument of a minimum of ten years • that identifies those agreed goals related to the United Nations mission and mandate, as well as the objectives that would contribute to attaining such goals, and • that provides an overall forecast of the resource requirements for information purposes; (b) medium-term programmes for the first phase of implementation of the long-term plan, with estimates, for information purposes, of the overall resources required for the period, both from the regular budget and extrabudgetary; (c) a biennial operational "rolling" budget to appropriate resources linked to specific activities (expected results); (d) a single annual performance accountability report on programme implementation, which would facilitate the annual reviews to be conducted by the General Assembly to adjust the biennial budget and adapt it to new mandates and requirements.	n.a.
	7	In the light of the new RBM approach and after 20 years of experience in the implementation of the budgetary process adopted through its resolution 41/213, the General Assembly may wish to revisit the current budgetary process on the basis of the Secretary-General's submission proposed in recommendation 6.	n.a.
	8	The Secretary-General should present to the General Assembly for consideration and approval a concrete proposal of a reliable management information system to support in an integrated manner the RBM process within the context of the comprehensive information management strategy to be drawn up. The system should be conceptually and technically able to cope with all planning, programming, budgeting, monitoring, evaluation and reporting functions, including the human-resources-management and financial components. The project should be prepared in full consultation with all end users, including the field offices and designed in its final setting only after all other RBM components have been agreed upon.	n.a.
	9	The Secretary-General should: (a) Issue evaluation guidelines that define the different types, levels and timing of evaluations; (b) Ensure that resources are clearly allocated for evaluation purposes; (c) Align the Organization's evaluation plan with the planning, programming and budgeting cycle, ensuring that evaluation findings and lessons learned are fed back into subsequent cycles; (d) Approve mid-term evaluation plans that combine self-evaluations with internal and external evaluations and report on their implementation.	n.a.

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	10	To internalize the concept and practice of RBM within the Organization, the Secretary-General should (a) assign a clear institutional responsibility to a defined entity within the Organization to assist and oversee the orderly and systematic introduction of RBM and ensure its coherent implementation within the organization; and (b) develop a training strategy that would promote change management throughout the Organization and through which managers and staff at all levels would be familiarized with RBM concepts and requirements, and its impact on their own work.	n.a.
	11	The Secretary-General should develop a comprehensive strategy for knowledge management. It should be closely linked to the development of the comprehensive information management strategy and include related measures in the area of human resources management to promote the required culture change.	n.a.
	12	The Secretary-General should draw up, for consideration and approval by the General Assembly, a system of delegation of authority and related accountability in line with the JIU benchmarking framework for RBM. A set of rules and regulations for planning, programming, budgeting, monitoring and evaluation should be drawn up to institutionalize the system of delegation of authority and accountability as an integral part of RBM. The current financial and staff regulations and rules should be expanded to include additional provisions on delegation of authority, in particular in the area of programme performance. These new rules and regulations should become the legal backbone of the system and part of the internal control system required for implementing accountability.	n.a.
	13	The General Assembly should request the Secretary-General to present to it, for consideration and approval, a transparent, swift, independent and equitable system of administration of justice in accordance with the guidelines contained in benchmark 8 of the benchmarking framework for the implementation of RBM approved by the Assembly through its resolution A/RES/60/257 and the comments made in paragraphs 115 to 117 of the current report.	n.a.
	14	The Secretary-General should review those staff administration rules which give rise to an inordinate number of appeals.	n.a.
	15	The Secretary-General should take action to improve the PAS for it to become an efficient management tool in line with RBM requirements. In particular, he should ensure that: (a) All staff members and managers, including at the Director level, are evaluated and their overall performance rated, taking into account a 360 degree feedback process; (b) The results of the PAS are at the basis of all personnel action and related reward incentives (promotions, step increases, recognitions, etc.) or sanctions; (c) A review panel is established to ensure the quality, consistency and fairness of the appraisal reports across the Organization and to provide guidance to managers in harmonizing the use of ratings; (d) The performance management system is aligned with the programmatic work plans.	n.a.

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	16	As a way to support the United Nations RBM approach, the Secretary-General should develop an incentive and pay-for-performance scheme for the consideration of the General Assembly. It should be based on the following premises: (a) strong and reliable performance management and accountability systems have to be in place as prerequisites; (b) the "rules of the game" regarding performance management and its consequences are made clear at the time of recruitment; (c) objective criteria are set out to ensure consistency across an organization; (d) an impartial panel is created to review the consistency and fairness of the distribution of awards; (e) a staff survey is conducted to identify the key motivational factors underlying the staff performance; (f) extensive consultations are held with all the interested parties.	n.a.
	17	The Secretary-General should review the current recruitment, placement and promotion process, through an independent evaluation, to make it more objective, measurable and acceptable, and should ensure the following: (a) Vacancy announcements should better reflect the expected competencies, core values and skills for each post and the related relative weight of each skill; (b) Selection criteria should be based on the expected competencies, core values and skills; (c) Selection criteria should be easily verifiable and/or quantifiable; (d) Central review bodies should play a more active advisory role; (e) Managers should be properly supported and advised by human resources services; (f) The entire process should be fully transparent; (g) The selection decision should be taken through a comparative evaluation that should be recorded and that should document which of the candidates is the best; (h) Managers should be accountable for their decisions if, in case of appeals, the organs of administration of justice find wilful wrongdoing during the selection process; (i) Selection procedures should be applied to all posts at all levels.	n.a.

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	18	The Secretary-General should review the current contractual arrangements and submit concrete proposals for consideration and approval by the General Assembly taking into account the following guidelines: (a) Contractual arrangements should be closely aligned with the type and duration of the function performed, easy to administer, fair and transparent; (b) They should be not only linked to compensation and cost savings, but seen as an integral element of the performance management system; (c) All contracts should be under a single series; (d) There should be only two categories of contract: • indefinite contracts for career staff performing core functions • fixed-term contracts for staff working in other functions (short-term assignments, projects, etc.); (e) The contracts should be explicit regarding career and work expectations; (f) The need to honour the current status of staff holding permanent contracts should be recognized.	n.a.
REP/2006/5	1	The General Assembly should request the Secretary-General to: (a) Review and assess the existing agreements, regulations, rules and guiding principles on international humanitarian assistance for disaster response and reduction developed by multilateral organizations, in terms of their relevance to the disaster-affected countries and the assisting countries; (b) Present his assessment thereon in 2007 to the Economic and Social Council for its consideration and approval, together with proposals on a set of international regulatory norms and legal instruments by which emerging global disaster threats would be tackled more effectively; (c) Take into account recommendations 2 to 6 in presenting his proposals above; and (d) Instruct the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator to assist the disaster-affected countries in establishing national capabilities to adopt and implement current internationally developed procedures and guidelines on disaster preparedness and management.	n.a.
	2	The General Assembly should request the Secretary-General to formulate an additional minimum standard requirement in the Guiding Principles on Internal Displacement (E/CN.4/1998/53/Add.2), complementing those currently provided for, in order to ensure that the disaster-affected population has access to information-sharing and radio and telecommunication tools to have adequate humanitarian information.	n.a.

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	3	The Secretary-General should carry out an in-depth assessment of the experience and achievements of the Thai Tsunami Victim Identification Operation as a good practice of a disaster management mechanism, and present his findings thereon to the Economic and Social Council and propose, as appropriate, a victim identification system for its consideration and adoption.	n.a.
	4	The Secretary-General should consult on the relevant aspects concerned with the International Civil Aviation Organization and propose to the Economic and Social Council for its consideration in 2007 guidelines on the rapid start-up of a transboundary disaster management process, which would assist Member States in establishing standby arrangements among their national civil and military aircraft services.	n.a.
	5	The Secretary-General should: (a) Include in UNDAC teams and/or any other relevant assessment missions organized by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), experts capable of carrying out scientific assessments of the impact of disasters, prevention procedures and early warning systems so that their findings can serve in planning the recovery and reconstruction phases; and (b) Develop standardized definitions and terminology for disaster response and reduction activities, as well as exit strategies and submit these to the Economic and Social Council at its substantive session of 2007 for its consideration and approval.	n.a.
	6	The General Assembly should request the Secretary-General to: (a) Review and further develop the terms of reference of humanitarian coordinators, profiles and skills for humanitarian coordinators, as well as a selection, training and management system that would ensure their leadership in the transition from relief to recovery and development; (b) Develop a set of compliance procedures that would enable Member States to monitor the performance and accountability of: (i) resident and humanitarian coordinators; (ii) related humanitarian agencies to support the development of national plans and programmes for preparedness, recovery and reconstruction; and (c) Report to the General Assembly on progress made in points (a) and (b) above.	n.a.
	7	(a) The Secretary-General should propose to the Economic and Social Council, for its consideration and approval, terms of reference for an intergovernmental committee on disaster reduction and response which shall act as its support body; and (b) On the basis of the proposals of the Secretary-General, the Economic and Social Council may wish to establish an intergovernmental committee to deal with disaster response and reduction in an integrated fashion, in order to enhance international humanitarian assistance in all disaster-affected countries and reinforce its intergovernmental decision-making capacity and coordinating role within the United Nations system.	n.a.

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	8	The General Assembly should request the executive heads of the United Nations system organizations to develop a joint integrated strategic and system-wide planning framework for the management and coordination of humanitarian assistance and disaster reduction and response activities.	n.a.
	9	The Secretary-General, in his capacity as Chairman of the United Nations System Chief Executives Board for Coordination (CEB) should take the initiative to resume, in an appropriate form, the biennial report of the Board on the programmes and resources of the United Nations system covering humanitarian assistance and disaster management and submit it to the Economic and Social Council.	n.a.
	10	The Secretary-General should encourage humanitarian coordinators to take, together with the host country, the following initiatives: (a) Establish minimum baseline indicators in order to ensure that relief supplies effectively reach the affected population in adequate quantity and standards; and (b) Mobilize, in close cooperation with the United Nations International Strategy for Disaster Reduction (ISDR) system and relevant United Nations regional commissions, all necessary support for the United Nations Disaster Management Teams.	n.a.
	11	The Secretary-General should ensure that humanitarian coordinators take the necessary measures to: (a) Build up country/regional assistance frameworks for disaster preparedness and resilience, effective relief, recovery and reconstruction; (b) Update the Common Humanitarian Action Plans as well as hazard risk maps and assessments, in consultation with the host Government concerned, taking into account the Hyogo Framework for Action and the capacity of the International Recovery Platform; (c) Use the Common Humanitarian Action Plans as a basis for launching local consolidated and flash appeals to national and international donor communities, where appropriate, and periodically report on progress made to the Economic and Social Council starting in 2007.	n.a.
	12	The General Assembly should request the Secretary-General to commission a thorough independent evaluation of the work done by UNDP and its use of the related grant in fulfilling the responsibilities for operational activities for natural disaster mitigation, prevention and preparedness transferred to UNDP from the Emergency Relief Coordinator by General Assembly resolution 52/12B, and should re-examine the rationale and necessary financial arrangements for carrying out these responsibilities, based on the conclusions reached in the independent evaluation.	n.a.

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	13	For those disaster-prone countries where a humanitarian coordinator has not been appointed, the Secretary-General should appoint the United Nations resident coordinators as humanitarian coordinators and provide them with adequate support when necessary.	n.a.
	14	The Secretary-General should: (a) Undertake a comprehensive review of the common support services system managed by OCHA, drawing on the expertise and input of the relevant members of IASC, so as to allow OCHA to have means to fulfil its functions of providing central support services. This review should include the Emergency Relief Coordinator's tasks under the Tampere Convention. The findings should be submitted to the General Assembly at its sixty-second session for its consideration and approval; (b) Submit to the Economic and Social Council, a global scheme for the application of the Humanitarian Logistics Support System in major disasters worldwide to be disseminated to and implemented by all relevant United Nations agencies and NGOs, drawing on the relevant experience of the World Food Programme and PAHO in resolving logistical difficulties.	n.a.
	15	The Secretary-General should: (a) Review the present mechanism used in the consolidated and flash appeals with a view to identifying weaknesses and shortcomings and to devise ways and means of further improving it; (b) Study the feasibility of strengthening the capacity of relevant national oversight authorities of the affected countries for monitoring and providing accountability for the use of the funds raised for the benefit of the affected population in the context of CAP, as suggested by the Board of Auditors, as part of the United Nations system's capacity-building support for national recovery platforms; and (c) Report to the General Assembly on the improvements in the design of CAP procedures.	n.a.
	16	The General Assembly, in conjunction with the independent review of the Central Emergency Response Fund to be carried out pursuant to its resolution 60/124, should direct the Secretary-General to submit, with the support of the participating agencies, a consolidated report on their use of the funds drawn from the Central Emergency Revolving Fund and its effects on their cash management; and report to the General Assembly at its sixty-second session on the investment policy in place to preserve the assets of the fund, including the disposition of the interest and income accrued.	n.a.

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	17	The General Assembly should take the following decisions to: (a) Merge the general trust funds other than the Central Emergency Response Fund under the management of OCHA and the ISDR secretariat into one single general trust fund under the management of the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, to be used for a humanitarian assistance programme for disaster response and reduction; and place it together with the Central Emergency Response Fund including its revolving cash facility (the Central Emergency Revolving Fund) under the framework of the said programme; (b) Establish an appropriate body composed of Member States to assist the General Assembly in overseeing the management of these funds, which would, inter alia: (i) Approve, on the basis of the recommendations of the Advisory Committee on Administrative and Budgetary Questions (ACABQ), the proposals of the Emergency Relief Coordinator on the administrative and programme support costs budget; (ii) Approve the budget of the operational programme of the consolidated funds; and (iii) Review and examine the operation of the Central Emergency Response Fund. (c) Invite the Secretary-General to promulgate the financial rules of the programme (as referred to in paragraph (a)) taking into account, inter alia, the observations of the ACABQ, and report on the functioning and management of the consolidated funds at its sixty-second session.	n.a.
REP/2006/4	1	Executive heads of United Nations organizations should remind their officials and staff members of their obligation to be exemplary in respecting the laws, regulations, traditions and habits of the host countries.	UNWTO staff regulations and ICSC standards of conduct require such respect from UNWTO staff
	2	Legislative bodies of United Nations organizations should: (a) Remind the host countries of their legal obligations concerning the headquarters agreements and the benefits of the presence of United Nations organizations in their respective countries, and that the full implementation of headquarters agreements is also to their benefit; and (b) Request their respective executive heads to report back at appropriate intervals on the implementation of the headquarters agreements.	UNWTO Executive Council takes up selected topics related to implementation of the HQ agreement
	3	Executive heads of the United Nations system organizations should negotiate with and encourage the host countries to provide more generous facilities to the organizations in the acquisition or refurbishment of their headquarters premises by, for example, providing premises free of charge, or providing interest-free loans or sharing costs.	UNWTO has presented to the Host Country authorities a request for a UN House in Spain. Current HQ facilities are provided at no rental cost

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	4	Legislative bodies of those United Nations system organizations that bear the full cost or part of the cost of major repairs and refurbishments of their headquarters premises should establish a special fund to ensure adequate financial resources for such repairs and refurbishments in their regular budgets, if they have not yet done so.	While some of the expenses are charged to the regular budget, UNWTO also maintains a reserve for infrastructure work
	5	Legislative bodies of United Nations organizations headquartered in the same host country should: (a) Consider establishing a joint formal forum, similar to the Committee on Relations with the Host Country in New York, to enhance relations with the host country; and (b) Ensure that adequate resources are allocated from their regular budget to support the establishment and proper functioning of this formal forum.	UNWTO and Spain have a Headquarters Committee to deal with follow up of the HQ agreement
	6	The General Assembly should request the Secretary-General to direct the Directors-General of the United Nations Offices at Nairobi and Vienna to coordinate the establishment of such joint forums, in collaboration with the host countries and other United Nations organizations headquartered in their duty stations.	n.a.
	7	Executive heads of United Nations system organizations should: (a) Remind the host countries of their obligations under the headquarters agreements to issue visas free of charge and in a timely fashion to staff and officials of United Nations organizations; (b) Encourage host countries to establish a reasonable time frame for the processing of visas, in collaboration with the organizations, so as to avoid delays and denials in the issuance of visas, especially to those officials and staff members who have been previously granted visas; and (c) Report back to the legislative bodies on progress made in this regard.	Issues raised as follow up of Headquarters agreement is handled within the HQ committee
	8	The United Nations System Chief Executives Board for Coordination (CEB) should regularly review the practical implementation of privileges and immunities granted to international organizations, especially as far as the interpretation of such terms as “direct and indirect taxes”, “charges”, “levies” and “fees” is concerned, so as to ensure their uniform application by host countries in the context of headquarters agreements.	n.a.
	9	The Secretary-General should direct the Director-General of the United Nations Office at Nairobi to pursue his efforts to negotiate with the host country to establish the practice of “most favoured treatment”, as applied in other duty stations, with the view to ensuring common standards in the application of facilities, privileges and immunities granted to all United Nations officials and staff members in Nairobi, whether they are operating there from headquarters, or regional, local and country offices.	n.a.

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	10	The legislative bodies of United Nations organizations should: (a) Allocate appropriate financial resources to ensure adequate and realistic security facilities in all their duty stations; and (b) Remind host countries of their obligation to provide adequate security for United Nations organizations premises and staff.	Host Country authorities take responsibility for the perimetral security of the UNWTO HQ building
	11	The Secretary-General should direct the Department of Safety and Security to: (a) Review H-MOSS with a view to formulating more realistic and practicable security requirements for adoption by the Inter-Agency Security Management Network (IASMN); and (b) Develop guidelines, in collaboration with those organizations renting commercial facilities, and those that lease office space in their headquarters premises to non-United Nations entities, for the application of H-MOSS to their specific circumstances.	n.a.
	12	The Secretary-General should continue to urge the host countries to abide by their obligations as contained under the headquarters agreements and allow full access and freedom of movement of all officials and staff members of the United Nations, so as to facilitate the full functioning of the organization.	n.a.
REP/2006/3	1	The new High Commissioner should: (a) Reconsider the request to create a post of Chief of Staff to perform the functions detailed in the proposed programme budget document, so as to ensure streamlined management and avoid duplication of functions by the senior management of the Office, which should be exercised by the High Commissioner and his Deputy; (b) Review the grading of the Chiefs of Branch with a view to ensuring optimal leadership and consistency of structures, presenting budgetary recommendations, as appropriate.	n.a.
	2	The organigram of the proposed Capacity Building and Field Operations Branch should be revised by integrating the National Institutions Team within the various geographical Teams in order to provide comprehensive support within each geographical area while assuring the availability of expert advice, as requested.	n.a.
	3	(a) Field operations conducted exclusively by OHCHR should be limited to a minimum and to those cases where it has been proved that no alternative exists. The implementation of field operations should be channelled through operational partners whenever possible; (b) The Office might consider drawing an action plan detailing measures to develop cooperation with different partners such as non-governmental organizations (NGOs), specialized agencies and United Nations programmes.	n.a.

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	4	The Administrative Section should establish a system to account for the assets of field representations and develop a field administrative procedures manual.	n.a.
	5	The Office should develop a clear information technology strategy, taking the strategic plan developed by the Secretariat of the United Nations as a starting point to build upon, with a view to avoiding duplication of effort and waste of resources. The development of the Core Management System is duplicative of IMIS and should not be pursued.	n.a.
	6	The Office should review the mandate of the Advisory Panel on Personnel Issues (APPI) with a view to ensuring that it contributes towards the improvement of the geographical composition of the staff of the Office in general. The composition of the Panel itself should be reviewed so as to reflect a more balanced geographical distribution of its membership.	n.a.
	7	The Office should compile annually a list of those countries, which are either unrepresented or underrepresented within the Office, and the Secretariat should take that list into consideration when organizing specialized competitive human rights examinations.	n.a.
	8	The imbalance in the geographical distribution of the staff of the Office is an issue that can only be solved through a determined management action. Thus, the High Commissioner should prepare an action plan aimed at reducing the current imbalance and indicating specific targets and deadlines to be achieved.	n.a.
	9	The Office might offer a transition period, not longer than one year, during which contracts of staff currently under the 200 series of the Staff Rules and performing core functions, would be regularized into 100-series contracts “limited to service with OHCHR”. Thereafter, the Office should align its recruitment and contractual policies with those of the Secretariat.	n.a.
	10	The Office should check and align its post-classification criteria with those of the Secretariat before any post is advertised, and should discontinue the practice of advertising extra-budgetary posts without first checking the classification criteria with the United Nations Office at Geneva.	n.a.
REP/2006/2	1	The legislative bodies of each United Nations system organization should establish an independent external oversight board composed of five to seven members, all of whom shall be elected by Member States to represent the governing bodies’ collective interests. They should have prior experience in areas of oversight. In carrying out their functions, they should be assisted by at least one external adviser with recognized expertise in oversight matters to be chosen by them.	The Program and Budget Committee is empowered by the EC to exert oversight on progrmatic or financial matters, including audit or evaluation reviews

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	2	The General Assembly should decide that ACABQ, ICSC and JIU should be subject to peer review at least every five years. Modalities for the peer review should be developed by the bodies concerned.	n.a.
	3	(a) The General Assembly should decide that: (i) The budget proposals for ICSC and JIU should be drawn up by the entities themselves, and incorporated as such into the Secretary-General's budget estimates to be submitted through ACABQ to the General Assembly for review and approval; (ii) The budget proposals for ACABQ should be drawn up by the Committee itself, and incorporated as such into the Secretary-General's budget estimates to be submitted to the General Assembly for review and approval; (b) The legislative bodies should decide that the proposed fees and terms of engagement of the external auditors should be submitted to the respective governing body through the external oversight board of each organization.	UNWTO's General Assembly appoints the external auditors based on interest expressed by Member States
	4	The legislative bodies should decide that the members of ACABQ, ICSC and JIU and other similar bodies within the United Nations system be subject to a uniform regime barring them from any appointment, including as a consultant, in the United Nations system organizations for which they have had oversight responsibilities both during their service and within three years of ceasing that service.	Minimum waiting time of three years to appoint ACABQ, ICSC or JIU staff whose service involved oversight responsibilities with the UNWTO is noted
	5	The legislative bodies should direct that term limits be established for the external auditors of the United Nations system organizations, and that the staff that have worked as external auditors be barred from taking up executive functions for a period of three years in those organizations for which they have had oversight responsibilities.	Minimum waiting time of three years to appoint former external auditors as UNWTO staff is noted
	6	Executive heads should review the current structure of internal oversight in their respective organizations and ensure that: (a) Audit, inspection, investigation and evaluation functions are consolidated in a single unit under the head of internal oversight reporting directly to the executive head; (b) Any functions other than the four oversight functions should be positioned elsewhere in the secretariats and not in the internal oversight unit.	UNWTO does not have the minimum size to have established an internal oversight unit
	7	The legislative bodies of each United Nations system organization should direct their respective executive heads to: (a) Review the capacity of the organization to conduct investigations and put forward proposals for the establishment of a minimum in-house capacity for investigations; (b) Ensure that a minimum investigations capacity comprises qualified and experienced professional investigators who would not be subject to rotation within that organization; (c) Ensure that investigations entities are authorized to initiate investigations without interference from senior management in the respective organizations; (d) Ensure that independent reporting procedures for investigations are established (see recommendation 11 below).	UNWTO has an internal oversight charter along these requirements

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	8	The legislative bodies of each United Nations system organization should direct their respective executive heads to establish similar policies and procedures to those recently established by the United Nations to provide protection against retaliation for reporting misconduct, and these should be widely publicized.	UNWTO has an internal oversight charter along these requirements
	9	The legislative bodies of each organization should decide that the proposed budget of the internal oversight entity should be drawn up by the entity itself and submitted to the external oversight board, together with any comments of the executive head, for review and transmittal to the appropriate governing body.	UNWTO does not have the minimum size to have established an internal oversight unit
	10	With respect to the appointment of the head of internal oversight, the legislative bodies in each organization should decide that: (a) Qualified candidates should be identified on the basis of a vacancy announcement that should be widely publicized; (b) Appointment should be subject to consultation and prior consent of the governing body; (c) Termination should be for just cause, and should be subject to the review and consent of the governing body; (d) A non-renewable tenure of five to seven years should be established, with no expectation of any further employment within the same United Nations organization at the end of the term.	UNWTO does not have the minimum size to have established an internal oversight unit
	11	The legislative bodies in each organization should direct their respective executive heads to ensure that the following minimum standards are in place for reporting on internal oversight: (a) Internal oversight reports to be submitted to the executive head; (b) An annual internal oversight summary report to be submitted independently to the oversight board for its review, with the comments of the executive head submitted separately; (c) Individual internal audit, inspection and evaluation reports to be provided to the oversight board, on request; (d) Individual investigation reports to be provided to the oversight board, on request, with due safeguards for confidentiality.	UNWTO does not have the minimum size to have established an internal oversight unit. No resources are available for the time being to perform internal oversight tasks
	12	With respect to the follow-up of oversight recommendations, the legislative bodies in each organization should direct their respective executive heads to ensure that: (a) A database is created to monitor the follow-up of all oversight recommendations, and pending recommendations are monitored and followed up on a timely basis; (b) The annual internal oversight summary report to the oversight board contains a summary of oversight recommendations not yet fully implemented.	UNWTO does not have the minimum size to have established an internal oversight unit. No resources are available for the time being to perform internal oversight tasks

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	13	The legislative bodies in each organization should direct their respective executive heads to ensure independent quality assessment, for example through peer review, of the internal oversight entity, at least once every five years.	UNWTO does not have the minimum size to have established an internal oversight unit. No resources are available for the time being to perform internal oversight tasks
	14	The legislative bodies in each organization should adopt the following standards in respect of internal oversight: (a) For those organizations that manage biennial resources of at least US$ 250 million, an internal oversight unit is justified; (b) For those organizations that manage biennial resources of less than US$ 250 million, internal oversight services should be in-sourced to any other organization in the United Nations system that has the capacity to respond.	UNWTO does not have the minimum size to have established an internal oversight unit
	15	The legislative bodies in each organization should direct their respective executive heads to put forward proposals for the: (a) Establishment of an ethics function with clear terms of reference which should be publicized through the organization's website and other media; (b) Establishment of a post of ethics officer at the D-1/P-5 level, as appropriate, within the office of the executive head; (c) Mandatory integrity and ethics training for all staff, particularly newly recruited staff.	UNWTO has established an ethics function
	16	The legislative bodies in each organization should direct their respective executive heads to put forward proposals for the: (a) Establishment of confidential financial disclosure requirements for all elected officials and all staff at the D-1 level and above, as well as those staff mentioned in paragraph 50 above; (b) Annual filing of the financial disclosure statements to the ethics office(r) for review.	UNWTO has established an ethics function. Financial disclosure of selected staff will be part of the function starting 2014
	17	The legislative bodies of each United Nations system organization should direct their respective oversight boards to establish an effective mechanism for coordination and cooperation among the external and internal oversight bodies on a system-wide basis.	UNWTO monitors CEB practices
REP/2006/1	1	The General Assembly, in pursuance of its resolution 55/231, may wish to request the Secretary-General to develop any feasible measures for the implementation of RBM and apply them gradually towards its full implementation in PKOs.	n.a.

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	2	The Secretary-General should develop a concrete proposal to assist the Security Council in the adoption of coherent and consistent mandates and objectives for PKOs and the provision of related resources for their actual implementation and submit the proposal to the relevant organs for consideration and approval.	n.a.
	3	The Secretary-General should ensure that his reports to the Security Council and the General Assembly on PKOs conform with RBM principles, methodology and benchmarks, in particular with regard to the need for proposing SMART mandates and objectives.	n.a.
	4	Since the nature of PKOs has evolved into complex, multidimensional peace operations, the General Assembly should revisit the recommendation contained in the Brahimi Report (A/55/305–S/2000/809) requesting the Secretary-General to establish an entity, referred to as the ECPS Information and Strategic Analysis Secretariat, which would support the information and analysis needs of all members of ECPS, and approve it.	n.a.
	5	The Secretary-General, in his capacity as Chairman of CEB, should lead the preparation of an institutional framework within the Board, proposing the operational doctrine, the road map, the rules of engagement and the guidelines for the United Nations system involvement in integrated peace missions, to be submitted for consideration and approval by the respective legislative organs of the United Nations system organizations.	n.a.
	6	Besides the development of the proposed institutional framework referred to in recommendation 5 above, the Secretary-General should exercise his authority to enforce full integration and coordination within the United Nations Secretariat and the United Nations funds and programmes throughout the planning, programming, budgeting, monitoring, evaluation and reporting cycle of the integrated peace missions by (a) formulating a clear instruction in this respect; and (b) designating a leading coordinator department.	n.a.
	7	With a view to improving the planning, programming and budgeting exercise, the Secretary-General should ensure that his initial report to the Security Council for new integrated peace missions contains: (a) An accurate, comprehensive pre-assessment of the situation in the country concerned in all its aspects, drawn from his experience during his good offices and other conflict prevention actions and United Nations system and other partners' actual experience; (b) A clear statement of the political commitments of the parties involved in the given conflict and other external factors, which may have an impact on the implementation of IMIP; and (c) A detailed assessment of programme and resource requirements, fully aligned to the proposed expected results/accomplishments, their sources, and the related pre-agreed division of labour among the partners involved (United Nations departments, programmes and funds, specialized agencies and other international organizations and NGOs).	n.a.

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	8	The Security Council and the General Assembly may wish to adopt the following procedure for approving future new PKOs: 14 (a) The Security Council approves the initial start-up of the PKO based on the preliminary assessment submitted by the Secretary-General as described in recommendation 7 above, while the General Assembly approves an initial financial commitment;12 (b) Once the initial deployment has taken place, the Special Representative of the Secretary-General should prepare a detailed and more accurate IMIP, based on the assessment referred to in recommendation 7 (c) above to be submitted to the Secretary-General, for his review and approval, and subsequently to the Security Council and the General Assembly; (c) The Security Council considers and approves IMIP as the long-term planning tool for the mission, while the General Assembly approves its programme and financial implications; (d) The Secretary-General should call the attention of the Security Council and the General Assembly to any cases of discrepancy between the legislative decisions taken by them with a view to reconciling them; and (e) IMIP may be reviewed in the light of potential changes in the initial assumptions following the same approach described above.	n.a.
	9	The Secretary-General should instruct DPKO to take steps to move from RBB towards RBM by, inter alia, consolidating the current RBB framework and IMIP into a single planning, programming, budgeting, monitoring, evaluation and reporting exercise.	n.a.
	10	The Secretary-General should: (a) Instruct DPKO/OPPBA to speed up the ongoing efforts to develop the enterprise budgeting application; (b) Ensure that the enterprise budgeting application project is compatible with the information management systems currently in place to support the implementation of RBM.	n.a.
	11	In order to consolidate and demonstrate the improved efficiencies and benefits realized by RBB, the Secretary-General should consolidate the current progress and performance reports related to the RBB frameworks into single reports addressed to both the Security Council and the General Assembly. The first type would be issued quarterly, like the current progress report, but should include a synopsis of the RBB frameworks, including a snapshot of the financial situation. The second type would be a more detailed annual report, similar to the current performance report, but including, in addition to the current reporting on RBB frameworks and financial data, more detailed narratives on the substantive side.	n.a.

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	12	The Secretary-General should: (a) Formally institutionalize programme self-evaluation as an integral element of the PKO monitoring system; and (b) Provide the Peacekeeping Best Practices Section with adequate evaluation capacity to assist PKOs in their self-evaluation exercises and undertake thematic evaluations.	n.a.
	13	DPKO should develop an RBM training module, based on the JIU benchmarking framework for RBM and other modules developed by other United Nations system organizations and the United Nations Staff College, to train all staff of PKOs, in priority senior management and the RBM focal points. This module should be available online and systematically used in the induction of all staff hired for serving in PKOs. It should also be made available to members of the Security Council, the Fifth Committee of the General Assembly, and the Special Committee on Peacekeeping Operations, ACABQ, the Board of Auditors, OIOS, JIU and any other body concerned with PKOs, for self-training purposes. Furthermore, the Secretary-General should organize briefing/training sessions that are open to the participation of members of the organs and bodies mentioned above.	n.a.
	14	The Secretary-General should undertake a review of human resources management in all its aspects within PKOs, with a view to realigning policies, regulations, rules, procedures and practices to the specific needs of the PKOs in an RBM framework and present a revised HRM policy framework for consideration and approval of the General Assembly at its sixty-first resumed session.	n.a.
	15	The General Assembly should call on the oversight and control bodies, both external and internal, including ACABQ, the Board of Auditors, OIOS and JIU, to: (a) Adhere to their advisory and mutually complementary functions vis-à-vis the General Assembly and the Secretary-General, so refraining from interfering in the management of PKOs; and (b) Coordinate their oversight and control activities with a view to avoiding overlapping, duplications and potentially contradictory guidance in their coverage of PKOs.	n.a.
	16	The Secretary-General should: (a) Review the current disparity between the financial and human resource management cycles with a view to submitting a recommendation to the General Assembly to harmonize them; and (b) In the context of the preparation of the review to be undertaken on the subject by OIOS, streamline the process from the stages of preparation to the submission and approval of peacekeeping budget proposals.	n.a.

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NOTE/2006/1	1	The Secretary-General should: (a) Complement the Guidelines for the Designation of Goodwill Ambassadors and Messengers of Peace with more guidance for effective management and implementation of the relevant programmes across the United Nations system; (b) Make the Guidelines available in at least the two working languages of the United Nations Secretariat in order to improve their effectiveness.	n.a.
	2	In order to enhance the efficiency and effectiveness of Goodwill Ambassadors programmes, executive heads of the organizations concerned should: (a) Rationalize their number; (b) Limit designations and renewal of services to only highly committed and available personalities of high calibre and renown; (c) Stop the practice of systematically adding new nominations each year; (d) Prior to renewing each two-year mandate, evaluate the job carried out by the Goodwill Ambassador, and its impact; (e) Limit total services to a maximum of 10 years, with exceptions granted on a case-by-case basis, based on merit and operational needs.	n.a.
	3	To increase the impact and effectiveness of their communication strategy and avoid confusion within the targeted audience, executive heads should: (a) Apply, system-wide, solely the title of Goodwill Ambassador to celebrities designated to work on behalf of the Organization for a two-year period; other titles may be used exceptionally to designate royalty and celebrities working on ad hoc assignments; (b) Reserve the titles of "Messenger of Peace" and "Special Envoy" exclusively for nominations by the Secretary-General and avoid the use of any similar title to preserve its exceptional character.	n.a.
	4	The United Nations offices responsible for the issuance of United Nations laissez-passer should stop issuing and renewing these for Goodwill Ambassadors so as to comply with existing rules and procedures and ensure that all enjoy equal benefits. United Nations Travel Certificates should be issued instead.	n.a.
	5	Executive heads should encourage self-financing by Goodwill Ambassadors of all travel-related expenditures whenever possible, and promote other no-cost arrangements in order to achieve recurrent savings that could be significant for some organizations.	n.a.
	6	To increase effectiveness in reaching out to all kinds of audiences, executive heads with the vested authority to designate Goodwill Ambassadors should pay due regard to ensuring cultural and geographical diversity, and should decline nominations of active political figures and their spouses.	n.a.

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	7	In order to improve the effectiveness of Goodwill Ambassadors programmes, executive heads should ensure that: (a) The role of these celebrities is clearly established within the communication strategy of the organization; (b) Terms of reference, annual plan of activities and indicators of success are defined in line with programmatic priorities and agreed upon prior to the nomination/renewal of contracts, with the participation of substantive offices.	n.a.
	8	Executive heads should: (a) Develop systems to track and report regularly on the impact of the activities of the Goodwill Ambassadors and Messengers of Peace; (b) Conduct periodic evaluations of the programmes to improve their efficiency.	n.a.
	9	With the purpose of enhancing accountability among programme managers and increase cost-effectiveness, executive heads should: (a) Relate the funding of the Goodwill Ambassadors programmes to its measurable impact and return on investment, as a percentage of funds directly or indirectly generated by them; (b) Regulate pro bono services, such as partnerships with the private sector, at no cost to the organizations, in consultation with the respective legal offices, under the modality of Memoranda of Understanding; (c) Decentralize, as appropriate, the administration of the programmes to regional/country offices, whereas the headquarters should play a coordinating, advisory and monitoring role.	n.a.
	10	In order to enhance coordination, sharing of best practices and compliance with the Guidelines for the selection of Goodwill Ambassadors and Messengers of Peace, the Office of Messengers of Peace within the Department of Public Information of the United Nations should: (a) Organize videoconferences with all coordinators of Goodwill Ambassadors programmes across the system at least once a year; (b) Ensure that the directors of communication of the United Nations system periodically include the subject in their agenda of meetings.	n.a.
	11	Executive heads of organizations with common strategic goals and objectives should cooperate in organizing joint activities for Goodwill Ambassadors in order to target larger audiences and achieve greater impact at lower cost.	n.a.

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