

Agenda item 3(e)

Human resources report

CE/112/3(e)

Madrid, 12 August 2020

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**Executive summary**

The structure of the Secretariat continues to be implemented as laid out by the Secretary-General in his report on Management vision and priorities (document CE/108/5(b) rev.1) within the approved resources and number of staff positions.

Following the issuance of vacancy announcements, five selection procedures are currently being carried out. As of 1 June 2020, the total number of staff stands at 82, and the number of Service Contract holders is 63.

A comprehensive revision to the non-staff scheme implemented in 2016 was undertaken in 2018 to make the scheme more transparent, consistent, sustainable and coherent throughout the Organization. With the aim of further enhancing its efficiency and improving on retention and mobility, the scheme is being revised in 2020.

A new induction programme was launched in 2019, aimed at better preparing newly recruited personnel for their roles and familiarizing them with the Organization. The programme has now reached its final phase of implementation.

As part of the improved performance management and appraisal system that is being revised to align objectives with organizational goals and make better use of the Organization's human resources, the new system will be implemented in conjunction with appropriate training for all staff members, which is expected to be delivered once the situation created by the COVID-19 outbreak has been reassessed.

Following the outbreak of COVID-19, a working group was established by the Secretary-General to provide advice and guidance in the implementation of measures to safeguard the health and well-being of all personnel.

In line with the United Nations, the Organization is developing a health and well-being strategy focusing on mental and physical well-being, evaluating health and well-being services, supporting health challenges of personnel and ensuring sustainable funding for these services.

To ensure its correct implementation, a clarification to Staff Rule 15(7) is proposed.

The independent annual report of the Ethics Officer for 2019-2020 is annexed to this document for information.

DRAFT DECISION¹**Agenda item 3(e)**
Human resources report
(document CE/112/3(e))

The Executive Council,

Having examined the report,

1. *Takes note* of the information provided on the human resources of the Organization;
2. *Expresses its satisfaction* at the work currently being carried out by those persons in the service of the Organization and their contribution to the Programme of Work, especially in view of the rising demands on the Organization with its limited resources and the extraordinary circumstances caused by the COVID-19 pandemic;
3. *Encourages* Member States to send concrete proposals to the Secretariat for the financing of Junior Professional Officers at UNWTO;
4. *Encourages* Member States to send to the Secretariat, Officials on Loan, especially in view of the rising demands on the Organization with its limited resources;
5. *Endorses* the reclassification of the post of Chief, Human Resources Department, from P.5 to P.4, as mentioned in paragraph 11(e) of document CE/112/3(e);
6. *Endorses* the clarification regarding Staff Rule 15(7) to ensure its correct implementation;
7. *Thanks* the Ethics Officer for her report on the activities carried out from 1 May 2019 to 30 April 2020; and
8. *Endorses* the exception to Staff Regulation 28, on mandatory age of retirement, as mentioned in paragraph 9 of document CE/112/3(e), for submission to and approval by the General Assembly.

¹This is a draft decision. For the final decision adopted by the Council, please refer to the Decisions document issued at the end of the session.

I. Reporting on the human resources situation of the Organization

1. This document contains updated information on the human resources situation of the Organization as at 1 June 2020. As in previous reports on human resources, it provides updated personnel statistics and information on personnel matters. Furthermore, it includes the annual report of the Ethics Officer for 2019-2020, as Annex I of this document.

II. Budget authority and organizational structure

2. The introduction of management changes communicated by the Secretary-General in his report on the Management Vision and Priorities (document CE/108/5(b) rev.1) continues to be undertaken with the approved resources and number of staff positions, which remain at 106, while maintaining the possibility to allow financing of additional staff posts using extra-budgetary funds.

Breakdown of actual personnel data

3. Information on the number of staff and their distribution by grade, gender, nationality and age as of 1 June 2020, is contained in Tables 1, 2, 3 and 4 below. As in previous reports to the Executive Council, the relevant breakdown has been made by category of staff within the UN Common System: Professional category and above (with grades ranging from P.1 to ASG) and General Service category (with grades ranging from G.1 to G.7) and as indicated in the Organization's Programme of Work and Budget.

Table 1(a): Staff distribution by grade and gender as of 1 June 2020

Grade	P.1	P.2	P.3	P.4	P.5	Above	Total
Female	6		4	8	4		22
Male	2	3	3	6	3	4	21
Subtotal	8	3	7	14	7	4	43
Grade	G.2	G.3	G.4	G.5	G.6	G.7	Total
Female		1	4	1	11	8	25
Male	1	2		4	5	2	14
Subtotal	1	3	4	5	16	10	39

Table 1(b): Staff distribution by grade as of 1 June 2020

Grade	P.1	P.2	P.3	P.4	P.5	Above	Total
Subtotal	8	3	7	14	7	4	43
Grade	G.2	G.3	G.4	G.5	G.6	G.7	Total
Subtotal	1	3	4	5	16	10	39

Table 2: Staff distribution by category and gender as of 1 June 2020

Gender	P and Above	GS Category	Total
Female	22	25	47
Male	21	14	35
Total	43	39	82

Table 3: Staff distribution by category and nationality (including SG and ED positions) as of 1 June 2020

Country	GS	P and above	Country	GS	P and above
Algeria	1		Morocco	1	
Argentina	1	2	Netherlands		2
Austria	1	1	Nicaragua	1	
Bosnia and Herzegovina	1		Niger		1
Cambodia		1	Peru		1
Canada		1	Portugal	2	1
China		1	Republic of Korea		2
Dominican Republic		1	Republic of Moldova	1	
France		4	Romania		1
Georgia		2	Russian Federation		1
Germany	1	2	Saudi Arabia		1
Ghana	1		Seychelles		2
Hungary		1	Spain	21	8
India		1	Switzerland	1	
Indonesia	1		United Kingdom		1
Italy	1	3	United States of America	1	
Lebanon	1	1	Uruguay		1
Lithuania	1		Uzbekistan	1	
Total number per category of staff				39	43
Total number of staff				82	

4. Thirty-six (36) nationalities are currently represented in the Secretariat's staff. It is important to reiterate the Organization's commitment to recruiting staff from as wide a geographical distribution as possible, while maintaining the highest standards of competence, efficiency and integrity, and taking into account the limited number of staff posts.

Table 4: Staff distribution by category and as of 1 June 2020

Age	GS Category	P and Above	Total
30 to 39	4	10	14
40 to 49	20	17	37
50 to 54	4	7	11
55 to 59	8	4	12
60	0	0	0
61	2	2	4
62 or more	1		1
Total	39	40	79

5. Staff members holding a managerial fixed-term appointment and the Secretary-General are not included in Table 4 above.
6. As previously presented in the Human Resources Report to the 103rd Executive Council, a new scheme was implemented on 1 January 2016 for personnel not subject to the UNWTO Staff

Regulations and Rules. The scheme was developed pursuant to the recommendations of the JIU draft report A.385. The Executive Council is presented, in Tables 5 and 6 below, with information on the number of Service Contract holders, who are part of this scheme, and their distribution by gender, nationality and age, as of 1 June 2020.

Table 5: Service Contract holders' distribution by nationality and gender as of 1 June 2020

Country	Female	Male	Country	Female	Male
Australia	1		Japan		1
Azerbaijan		1	Kenya		1
Belarus	1		Lebanon	1	
Belgium		2	Mexico	1	
Chile		1	Morocco	1	
China		2	Philippines	2	
Colombia	1	1	Portugal	2	
Egypt	1		Romania	1	
France	3		Slovenia	2	
Georgia		1	Spain	15	9
Greece		1	Syrian Arab Republic	1	
Iran, Islamic Republic of	1		United Kingdom	2	2
Italy	2	2	Uruguay	1	
Total				39	24
Total number of Service Contract holders				63	

Table 6: Service Contract holders' distribution by age as of 1 June 2020

Age	SC Holders
29 or less	19
30 to 39	30
40 to 49	13
50 to 54	1
55 to 59	0
60 to 61	0
62 or more	0
Total	63

III. Personnel matters

7. Since its previous reports on personnel matters, several developments have taken place as indicated below.

Decisions of the Secretary-General

8. In accordance with Staff Regulation 15 (b), the Secretary-General decided to appoint Mr. Suman Billa (India) to the post of Director, D.1, Technical Cooperation and Silk Road.
9. The Secretary-General decided to appoint Ms. Shirin El Tayan (Spain) to the post of Senior Protocol Officer/Special Assistant to the Secretary-General, P.3, within the Office of the Secretary-General.

10. In the interest of the Organization, an exception was made to Staff Regulation 28 and the Secretary-General decided to extend the appointment of Mr. Shanzhong Zhu (China) as Executive Director, beyond the mandatory age of retirement.

Selection processes

11. Following the issuance of a vacancy announcement, the following positions have been filled:

Vacancy reference	Post title	Name of the incumbent and nationality
UNWTO/HHRR/VAC/01/STAT/2019	Chief, Statistics Department (P.4)	Hernán Epstein (Argentina)
UNWTO/HHRR/VAC/06/IRPD/2019	Partnerships Officer, Institutional Relations and Partnerships Department / UNWTO Liaison Office at Geneva (P.1)	Rosa Alba Ruffo (Italy)
UNWTO/HHRR/VAC/19/RDEU/2019	Director, Regional Department for Europe (P.4)	Alessandra Priante (Italy)

12. Following the issuance of vacancy announcements, the recruitment and selection process for the following posts is currently being undertaken. The outcome of the selection processes will be communicated in a subsequent human resources report.

(a) Director, P.5, Administration and Finance (UNWTO/HHRR/VAC/05/DAFN/2019)

(b) Manager, P.3, Information and Communication Technologies Department (UNWTO/HHRR/VAC/21/ICTC/19)

(c) Director, P.5, Innovation, Investments and Digital Transformation Department (UNWTO/HHRR/VAC/34/IIDT/2019)

(d) Conference Services Assistant, G.5, Conference Services Department (UNWTO/HHRR/VAC/38/COSE/2019)

(e) Deputy Director, P.3, Regional Department for Europe (UNWTO/HHRR/VAC/10/RDEU/2020)

(f) Programme Officer, P.1, Regional Department for Africa (UNWTO/HHRR/VAC/11/RDAF/2020)

(g) To ensure the long-term viability and sustainability of the Organization and to correctly align the scope of responsibilities and needs of a UN agency with limited financial and human resources, the following position has been reclassified accordingly.

(h) Chief, P.4, Human Resources Department (UNWTO/HHRR/VAC/35/HHRR/2019) – reclassified from P.5 to P.4

Ethics and accountability

13. In 2018, following the recommendation of KPMG, in its review of the internal control systems in relation to strategic activities, to appoint the Ethics Officer with physical presence at the Organization's Headquarters to encourage reporting of irregularities or any potential prohibited conduct, the Secretary-General appointed Ms. Marina Diotallevi as Ethics Officer with a dual role as Ethics Officer and Head, Ethics, Culture and Social Responsibility in line with other UN agencies with stretched resources. The independent report of the Ethics Officer to the Executive Council is attached as Annex I.

Internal administrative processes

14. To improve on the efficiency of internal resources and on sustainability, various electronic systems are being developed. The improvements are mainly focused on the development of an electronic leave management system as well as the creation of electronic forms, replacing the current paper-based systems.

Discrimination, harassment, including sexual harassment, and abuse of authority

15. In the context of addressing discrimination, harassment, including sexual harassment, and abuse of authority, UNWTO is currently finalizing a policy on this matter, aligned to that of the UN, as adopted by the CEB in 2018, which will be issued in 2020. The purpose of the policy is to create and maintain a working environment that is free from any form of discrimination, harassment, including sexual harassment, and abuse of authority and to clarify the mechanisms available to all members of personnel for their resolution through informal and formal channels.
16. Within the context of this policy, a Code of Conduct for UNWTO Events is also being developed to enable events at which everyone can participate in an inclusive, respectful and safe environment. This will ensure that the Organization's events are guided by the highest ethical and professional standards.
17. To further improve on its due diligence, participation in the ClearCheck database is envisaged. This database is a highly secure centralized job candidate screening application. It captures information on sexual harassment offenders and alleged offenders that is provided by the entities of the United Nations System Chief Executives Board for Coordination, with the aim of preventing their re-employment within the UN system.

Improved medical scheme for UNWTO personnel

18. To further improve the conditions of all UNWTO personnel, effective 1 January 2020, various improvements have been made to the medical benefits and coverage in relation to dental treatment and optical care, at no cost to the Organization or its members of personnel.

Revised scheme for contractual mechanisms

19. The contractual scheme implemented in 2016 for personnel who are not subject to the UNWTO Staff Regulations and Rules, namely Service Contract holders, Experts, Officials on Loan, Interns and Special Advisers, was improved in 2019 to make the scheme more transparent, consistent and sustainable. With the aim of further enhancing its efficiency and improving on retention and mobility, the scheme is being revised in 2020.

Induction programme

20. To ensure that newly appointed personnel are prepared for their new role and familiarize themselves with the Organization, thus helping them become effective as soon as possible, an induction programme for newly recruited personnel was developed in 2019. The programme is broadly structured in three main phases, two of which have already been implemented consisting of the issuance of an induction booklet to provide practical information for new personnel arriving in Madrid, and a new intranet site for all members of personnel providing relevant information on administrative procedures and entitlements.
21. The third phase of the induction programme, to be implemented in 2020, consists of a mandatory training for newcomers, prepared in coordination with all UNWTO departments, with valuable information regarding the Organization's mission, goals and objectives, values and competencies, internal procedures and activities. The aim of this third phase is to continue to create a positive and welcoming environment for the newly arrived.

Recruitment and selection

22. An administrative issuance is expected to be published shortly to outline the policies and procedures related to recruitment and selection. The issuance will aim at setting clearer guidelines and procedures for the selection of personnel at the Organization and improve transparency in the selection processes.

Performance management and appraisal

23. As part of the efforts to establish a comprehensive accountability framework and shift towards a culture of results in the Secretariat, a review of the performance management and appraisal system has been conducted. The new system will improve on the delivery of departments by optimizing performance at all levels, achieved by promoting a culture of high performance, personal development and continuous learning, empowering supervisors and holding them responsible for management of their staff, encouraging staff participation in the planning and delivery of work, and recognizing successful performance as well as addressing underperformance in a fair and equitable manner. The new system will be implemented in conjunction with appropriate training to all staff members, which is expected to be delivered once the situation created by the COVID-19 outbreak has been reassessed.

Reclassification of posts

24. A revised administrative issuance was issued in 2020 to set out clearer guidelines and procedures for the reclassification of posts at the Organization, in alignment with United Nations policies.

Exceptional measures taken due to the COVID-19 outbreak

25. Following the outbreak of a new Coronavirus (COVID-19), the Secretary-General established a working group with the purpose of monitoring the situation and providing advice and guidance to the Secretary-General. In this regard, measures to safeguard the health and well-being of all personnel were undertaken in accordance with guidelines provided by the UN and the Host Country. Members of personnel were recommended to work from home until the situation is stabilized. The Organization is aware of the significant impact that this situation has created on its Member States and is ensuring that its resources are being used as judiciously as possible.

Health and well-being

26. In line with the health strategy announced by the United Nations, the Organization is developing a dedicated support network on health and well-being, focusing on four main strategic themes: (a) create a workplace that enhances mental and physical well-being, (b) develop, deliver and continuously evaluate health and well-being services, (c) welcome and support personnel with health challenges and (d) ensure the sustainable funding for these services.

Officials on loan

27. Also in 2020, there is an increasing interest among Member States in the Organization's capacity-building option, whereby tourism experts and officials may be sent by a Member State, on a non-reimbursable basis, to participate in the activities of the Secretariat for a set period of time. This arrangement is formally being done through a Memorandum of Understanding.

Junior Professional Officers

28. The UNWTO concluded with the UNDP an Agreement concerning the management of the UN-wide Junior Professional Officer programme. Interested Member States may place their young professionals at UNWTO for 1-3 years by financing the post through this framework agreement.

Clarification to Staff Rule 15(7) on the Special Merit Increase

29. Staff Rule 15 (7) provides:

"The responsible chief may recommend to the Secretary-General the grant of an additional increment to an official whose performance during the period under review has been appraised, pursuant to Rule 15 (11) (Annual reports), as being especially meritorious and who is not in receipt of the maximum salary attaching to his grade."

It is hereby clarified that the granting of an additional [step] increment within the grade, may consist of several step increments within the grade and is therefore not limited to only one.

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Annex I: Report of the Ethics Officer on the activities carried out in 2019-2020

On 2 May 2018, the Secretary-General designated Ms Marina Diotallevi, Head of the Ethics, Culture and Social Responsibility Department as the new independent in-house Ethics Officer. The appointment was acknowledged by Executive Council (CE/DEC/5(CVIII)). The Ethics Officer reports directly to the Secretary-General and the Executive Council.

Annual Report of the Ethics Officer

The present Report has been prepared by the UNWTO Ethics Officer and is presented to the Executive Council for information and decision. The Report covers the period from 1 May 2019 to 30 April 2020.

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I. Introduction

1. Ms. Diotallevi is the first in-house Ethics Officer at the UNWTO Secretariat since the establishment of the Ethics Function in 2013 as a separate and independent entity within UNWTO (CE/DEC/12(XCIV)). The Ethics Function had been previously externalised to UNOPS based in Copenhagen (from 2013 to 2016) and subsequently to a retired UNWTO official based in Chile (from 2017 to 30 April 2018).
2. The decision of the Secretary-General to have an in-house Ethics Officer for the first time (NI/04/18) was taken pursuant to a recommendation from a KPMG audit report on "Quality Review of Internal Policies" (NI/02/18) aiming at strengthening UNWTO's internal governance and enabling the implementation of necessary internal reforms and ethical policies.
3. Due to the small size of the Organization, the responsibilities of the independent Ethics Function at UNWTO were assigned - as a dual function - to the officer in charge of one of the Organization's operational Departments, namely the Ethics, Culture and Social Responsibility Department.
4. The present Report is the second report of the in-house UNWTO Ethics Officer; it is the seventh annual report since the establishment of the Ethics Function in 2013.

II. Background and general information

5. The Ethics Function at UNWTO was established in 2013 by decision CE/DEC/12(XCIV) of the Executive Council.

6. In accordance with the benchmarks applied by the United Nations, the Ethics Function is aimed at promoting an ethical organizational culture based on integrity, accountability, transparency and respect. It is an internal, management system to uphold the integrity of personnel.
7. In the same decision [CE/DEC/12\(XCIV\)](#), the EC approved the terms of reference of the Ethics Function in UNWTO which include the standards suggested by the United Nations Joint Inspection Unit (JIU) in its report "Ethics in the UN System" ([JIU/REP/2010/3](#)), with the addition of a number of discretionary functions.
8. The terms of reference approved in the above-mentioned decision remain applicable to the new in-house Ethics Function and are as follows:

- **JIU standard functions:**
 - (i) Development and dissemination of ethical standards;
 - (ii) Development and implementation of mandatory ethics training;
 - (iii) Provision of confidential ethics advice and guidance to all personnel of the Organization whatever their contractual status;
 - (iv) Administering the organization's policy for the protection of staff against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations (so-called "whistle-blower protection policy");
 - (v) Administering the organization's financial disclosure programme.
- **Additional functions agreed by the Executive Council are:**
 - (i) Receiving complaints of unethical conduct, including harassment, and advising on whether there appears to be a *prima facie* case thereof, and suggesting to management the best approach for handling the case;
 - (ii) Using the ethics hotline to receive not just ethical issues in a narrow sense (i.e. JIU suggested), but to receive all reports or complaints of misconduct, with appropriate referral;
 - (iii) Assisting with mediation between staff if requested by the SG; and/or
 - (iv) Assisting in the identification of suitable investigators where cases necessitate an investigation.

- **One additional function was agreed by the Executive Council** at its 109th session held in Manama, Bahrain, 30 October-1 November 2018 ([CE/DEC/6\(CVIX\)](#)) and consists in authorizing the UNWTO Ethics Officer to:
 - (v) Conduct an initial consideration of complaints concerning allegations of misconduct against the Executive Head of the Organization with a view to recommending actions as appropriate.

III. Activities of the Ethics Officer over the period 1 May 2019 and 30 April 2020

A. **Protection of staff against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations**

9. On 14 June 2013, the Secretary-General through Circular NS/768 promulgated the UNWTO Protection against Retaliation (PaR) policy for reporting misconduct and for cooperating with duly authorized audits or investigations, for the purpose of:
 - (i) encouraging and protecting staff members who disclose information relating to misconduct that may not otherwise be discovered or cooperate with a duly authorized fact-finding activity;
 - (ii) ensuring the Organization can effectively address such cases and manage risks; and
 - (iii) ensuring the Organization functions in a transparent and accountable manner with the objective of enhancing good corporate governance.
10. The Ethics Office confidentially receives reports of misconduct or complaints of retaliation and conducts a preliminary assessment to determine, *inter alia*, whether there is a sufficient *prima facie* case that may entail the referral of the case for formal investigation.
11. During the period covered by this report, no reports of misconduct or complaints of retaliation have been received by the Ethics Officer.
12. In the absence of an internal oversight office, the Ethics Office is the only independent entity within the Organization. Yet, as the Ethics Officer reports directly to the Secretary-General, in principle, he/she should not deal with allegations of misconduct against the Executive Head of the Organization in order to avoid a real or perceived conflict of interest.
13. However, pursuant to the above-mentioned Executive Council decision CE/DEC/6(CVIX) and its paragraph 14 requesting “the Ethics Officer to report on the outcomes of the review of the policies on whistleblowing and protection against retaliation”, the Ethics Officer, after consultation with the United Nations Ethics Office and UNWTO Legal Office, proposed an adjustment to UNWTO’s PaR policy (NS/768) of 2013 so as to include a new specific section on allegations against the Executive Head of the Organization.
14. Following instructions of the Executive Council, the Ethics Officer proposed a text for the new Section 9 of UNWTO’s policy on whistleblowing and protection against retaliation, which reads as follows

“9. Reporting allegations of misconduct against the Executive Head of the Organization

- 9.1 *Pursuant to its decision 6 (CVIX) of 2018, the Executive Council authorizes the UNWTO Ethics Officer to conduct an initial consideration of any complaint of misconduct against the Secretary-General with a view to recommending future actions as appropriate.*
- 9.2 *UNWTO members of personnel may report to the Ethics Officer any allegations of misconduct/wrongdoing concerning the Executive Head of the Organization, including any related requests for protection against retaliation. The time limit for submitting a report is not later than one (1) year after the protected activity has taken place.*
- 9.3 *Upon receipt of a formal complaint, the UNWTO Ethics Officer will notify the Chair of the Executive Council of the allegations made against the Secretary-General, if possible, within a period of 5 working days.*
- 9.4 *The UNWTO Ethics Officer will conduct a prima facie review into the misconduct/wrongdoing and retaliation case to determine if:*
 - (a) *the allegations are imputable to the Secretary-General, or to other administrative instances of the Organization.*
 - (b) *The allegations may, if proven, constitute misconduct as per the definition in section 2.2 above.*

- (c) *The allegations of misconduct were received within the time limits.*
- (d) *The allegations appear to have been made in good faith and the alleged retaliation does not appear to be the consequence of the lawful enforcement of Staff Regulations and Rules; and*
- (e) *The retaliation or the threat of retaliation existed (protected activity).*

9.5 *The Ethics Officer will seek to complete the preliminary assessment within 45 days of receiving the report and will present his/her determination and recommendations thereon to the Chair of the Executive Council for action, as appropriate.*

9.6 *The Ethics Officer will notify in writing the complainant of the outcome of the preliminary assessment.*

9.7 *Upon receipt of the determination and recommendations of the Ethics Officer, the Executive Council will decide on whether to refer the matter for formal investigation.*

9.8 *In the event that a full investigation is considered necessary to look into the allegations, Executive Council will refer the case to an external investigator or to the United Nations Office of Internal Oversight Services (UN OIOS)."*

15. The revised text of UNWTO's Protection against Retaliation (PaR) policy, including the new Section 9 on reporting allegations against the Executive Head of the Organization, has been sent to the Human Resources Department and is pending approval by the Secretary-General prior to its publication.

B. Outreach, training and education

16. With a view to strengthen the ethical culture throughout the Organization, the Ethics Officer is envisaging the launch a periodical refresher course on Ethics and Integrity for all UNWTO personnel, including senior management.
17. The last mandatory Ethics and Integrity e-learning course was taken by all members of personnel between March and June 2019 (Information Note IC/10/19). Newly recruited personnel are requested to complete this course within the first months of joining the Organization.
18. The Ethics and Integrity e-learning course is a mandatory course that all UNWTO personnel at all levels without exception have to complete. The course is provided through the platform of the United Nations System Staff College and its purpose is to enhance the awareness about the core values and standards of integrity to be observed within the workplace environment.
19. Throughout the period under consideration, the intranet pages of the ethics site have been updated on a regular basis and completed with links to relevant documents of UNWTO's institutional bodies (Executive Council and General Assembly) related to the mandate of the Ethics Function, including all internal Administrative Instructions and Secretary-General's Bulletins on organizational cultural ethics and pertinent policies as well as key documents of the Joint Inspection Unit (JIU), for ease of reference.

C. Advice and guidance

20. Pursuant to its advisory mandate, the Ethics Office provides independent confidential ethics advice and guidance to UNWTO personnel, management, and departments in order to ensure that decision-making is consistent with the values, principles and rules of the United Nations. Dedicated telephone and email help-lines have been made available for confidential advice.
21. During the period under review, the Ethics Officer was directly approached by, or has reviewed requests of, twenty four officials, of whom twelve were women and twelve men. Advice and

guidance provided by the Ethics Officer included clarification or interpretation of the UNWTO regulations, rules and standards concerning prohibited or restricted activities, such as personal conflicts of interest, outside activities and acceptance of honours.

22. Confidential advice and guidance was provided by the Ethics Officer on harassment at the work place (two members of personnel); ill treatment and abuse of authority (three members of personnel); and intimidation (one member of personnel). Nine formal requests for outside activities addressed to the Secretary-General have been channelled, as per established practice, through the Human Resources Department to the Legal Counsel and the Ethics Officer for appropriate advice before their submission to the Secretary-General for final decision.
23. The Ethics Officer has also been approached by a bid evaluation panel which was set up to review a particular tender in a procurement process with a view of seeking advice on a possible conflict of interest related to one of the bidders. After meeting with the members of the panel, the Ethics Officer revised the case and issued a written opinion confirming the existence of a risk of a potential organizational conflict of interest with the bidder.
24. A number of complaints received were about employment-related issues which usually do not fall under the purview of the Ethics Officer. These matters related to separation settlement matters and the absence of guidance and/or information received from the relevant services; the rescission of an expert's contract and the delay in paying the fees due; and the lack of provision of an appropriate nursing space. A follow-up was made by the Ethics Officer on these matters with the relevant services.
25. Finally the Ethics Officer considers that the new internal procedures on appointments and promotions, although approved by the governing body as an amendment to the UNWTO Staff Rules and Regulations (SGB/08/19), leave ample scope for improvement --from an ethical perspective-- in terms of transparency and the prevention of potential conflicts of interest. In this sense, the Ethics Officer has suggested a practical solution to the responsible department in order to mitigate or eliminate perceived and/or potential risks.

D. Financial Disclosure Programme

26. The UNWTO financial disclosure programme (FDP) of November 2013 (Circular NS/774), has been revised and replaced by Administrative Instruction (AI/915/19) on the Declaration of Interest Statements, as promulgated by the Secretary-General on 9 July 2019.
27. The new Declaration of Interest (DOI) Policy of the Organization sets an obligation for a specific group of UNWTO staff members to file their DOI Statements on an annual basis, and submit them to the Ethics Officer.
28. Pursuant to AI/915/19, the following staff members have an obligation to file an annual declaration of interest statement:
 - (a) All staff members at the P.5 level and above.
 - (b) The Chief Procurement Officer and all staff members whose principal occupational duties are the procurement of goods and services for UNWTO.
 - (c) The Director of Administration and Finance, the Chief of Budget and Finance, UNWTO's Treasurer and all staff members whose principal occupational duties relate to the investment of the assets of the Organization or of any accounts for which UNWTO has a fiduciary or custodial relationship.
 - (d) Staff members whose direct access to confidential procurement (staff in the General Service or staff in the Office of the Legal Counsel) or investment information, or whose engagement in a procurement activity for a limited duration or under specific exceptional circumstances, warrants the completion of a declaration of interest statement.
 - (e) All staff members serving in the Procurement Review Committee.
 - (f) Other staff members, members of personnel and individuals designated by the Secretary-General, where he or she deems it appropriate and necessary in the best interests of the Organization.

29. The list of staff members required to file a DOI Statement is provided to the Ethics Officer by the Secretary-General.
30. At the beginning of August 2019, the Ethics Officer received a list approved by the Secretary-General containing the names of fifteen officials for the purpose of completing the DOI Statement for the year 2018.
31. A personalized communication of the Ethics Officer was addressed on 7 August 2019 to the fifteen designated officials, including the Secretary-General, with a request to complete the online DOI form and to submit it by 30 September 2019. All fifteen filed, although one with some delay.
32. Of these fifteen, there were twelve staff (80%) where no actual conflict of interest was found. Two staff (13%) where there could have been a possible appearance of conflict of interest, one with a spouse working in the UN System and the other with an outside academic occupation, for whom after closer review no conflict of interest was found. However, one member of personnel submitted an incomplete declaration, for which the Ethics Officer repeatedly requested additional background documentation related to a remunerated outside activity along with the corresponding prior written authorization of the Secretary-General. Since part of the requested information was only provided at the beginning of 2020, a closer review and follow-up of the case has been considerably delayed because of the lockdown due to the COVID-19 pandemic. Therefore, at this stage, a potential conflict of interest cannot yet be excluded.

E. Standard setting and policy support

33. As mentioned in paragraphs 13 to 15 of this report, the UNWTO Protection against Retaliation (PaR) policy (NS/768) of 2013 has been updated and completed with a new section on reporting allegations of misconduct against the Executive Head of the Organization, as requested by the Executive Council. The new Administrative Instruction on PaR is awaiting approval of the Secretary-General prior to its pending publication.
34. However, in the months to come additional updates of this policy will have to be carried out in line with the recommendations of the Joint Inspection Unit (JIU), in particular with regard to the inclusion of an external and independent mechanism for appeal for cases where a *prima facie* case is not determined, as well as on standard operating procedures for the protection of those who report misconduct (whistle-blowers) and for handling retaliation cases.
35. The Ethics Officer is currently also collaborating with the Human Resources Department and the Office of the Legal Counsel in the preparation of UNWTO's future policy on "Addressing discrimination, harassment, including sexual harassment, and abuse of authority" based on UN Secretary-General's bulletin ([ST/SGB/2019/8](#)).

Other policy reviews

36. The Ethics Officer has provided comments to the *2019 UN-SWAP Report for a United Nations system-wide action plan for mainstreaming gender equality and the empowerment of women in UN entities*, as well as to the *2020 Review of the State of the investigation function: Progress made in the UN system-wide organizations in strengthening the investigation function*.
37. The Ethics Officer has also been requested to conduct an interview with KPMG about the status of the implementation of the recommendations in KPMG's 2018 internal control and compliance GAP assessment.

IV. The Ethics Network of Multilateral Organizations

38. In July 2019, the UNWTO Ethics Officer attended the 11th Conference of the Ethics Network of Multilateral Organizations (ENMO) which was held at the Headquarters of the European Patent Office (EPO) in Munich, Germany.
39. The Ethics Network was founded in 2010 within the framework of the Chief Executives Board for Coordination (CEB) in order to promote system-wide collaboration and coherence in the area of

ethics and integrity, with the participation of ethics officers from the United Nations Secretariat and funds and programmes, the United Nations specialized agencies, and international financial institutions. The Ethics Network counted 40 organizations among its Members in 2019.

40. The participation of UNWTO Ethics Officer was a good opportunity to exchange experiences, learn and discuss about issues of general applicability to the Ethics Function, as well as to enhance the professional capacity of the Ethics Function and promote the common standards of practice of this function.
41. Among the various topics discussed during the 3-day meeting were topics such as conflicts of interest and organizational risks; whistle-blower protection and retaliation; prevention of sexual exploitation, abuse and harassment; strategy to enhance the ethical culture in organizations, among others.
42. Full information on the work of the Ethics Network is provided in the Report of the United Nations Secretary-General to the General Assembly of the United Nations on the Activities of the Ethics Office (document [A/74/78](#)).

V. Final considerations

43. The Ethics function in UN organizations is designed to cultivate and nurture a culture of ethics, integrity and accountability. While there has been some progress at UNWTO with the establishment of an internal Ethics Function, little has been achieved in terms of strengthening the overall ethical culture. Although staff has now the possibility to access independent and confidential advisory services at the Headquarters and receive face-to-face advice and guidance from the Ethics Officer, it appears that the existence of the internal Ethics Function has not yet been fully assimilated by the senior management.
44. Unlike the Legal Counsel and the Chief of Human Resources, the Ethics Officer is very rarely invited to participate in internal coordination meetings at senior level; including in the most recent meetings to coordinate COVID-19 measures to be taken, where one of the important features would have been to discuss the responsible behaviour of both staff and administration in these difficult circumstances. This latter fact has prompted a written complaint from the Ethics Officer to the executive office.
45. Two years on from the establishment of the in-house Ethics Function, the post of the Ethics Officer has not yet been formally created (according to the Human Resources Department, because it lacks a formal classification by external experts), and for this reason the work performed so far by the Ethics Officer remains non-remunerated. However during this same period, two other new senior positions have surprisingly been created, and their respective incumbents either internally designated or externally hired.
46. In view of the sensitivity and confidentiality of its mandate and the growing number of tasks assigned to it by the Organization's governing bodies, the Ethics Function requires a more firm and serious commitment from the top management, including the designation of adequate human and financial resources, if it is to operate in an efficient and effective manner in order to fully achieve its objectives.

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