

Agenda item 3(f)

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

CE/112/3(f)
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Executive summary

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

In 2019, the JIU issued four reports relevant to UNWTO, including 21 recommendations for consideration and/or implementation. For each recommendation, the Secretariat is proposing an acceptance and implementation status, for the approval of the Executive Council. The UNWTO Secretariat is also following up on 89 JIU recommendations issued up to the end of 2018 and informs the Members about achievements and the way forward.

Like in 2018, the Secretariat has focused on the implementation of those recommendations that have been essential for budget control and cost optimization for the Organization, notably in relations with internal oversight, environmental responsibility, emergency communications, staff financial disclosure and internship policies.

DRAFT DECISION¹**Agenda item 3(f)**

Reform of the Organization: Progress on JIU recommendations
(document CE/112/3(f))

The Executive Council,

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

1. *Welcomes* the Secretary-General's structural and organizational reforms of the Secretariat in order to reinforce compliance with UN standards, takes note of the reports issued by the Joint Inspection Unit (JIU) in 2019 referenced in the document and thanks the JIU for its insights;
2. *Approves* the acceptance and implementation status for each one of them, as proposed in Annex I of the document and requests the Secretary-General to report accordingly on them to the JIU;
3. *Notes with appreciation* the progress achieved with regard to the JIU recommendations issued until end 2018;
4. *Considers closed* those recommendations that have been 100% implemented; and
5. *Requests* the Secretary-General to report on this issue to the upcoming sessions of the General Assembly.

¹ This 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. Introduction

1. The present report follows the one (document A/23/7) presented at the General Assembly at its 23rd session (Saint Petersburg, Russian Federation).
2. The Joint Inspection Unit of the United Nations (JIU) is a body of the UN Secretariat created in 1966 with the mandate to provide an independent view through inspection and evaluation, aimed at improving management and methods and at achieving greater coordination between organizations (ref. JIU Statute, Article 5.2).
3. The UNWTO, as a participant in the UN system, has the mandate to review JIU reports and to submit them to its Governing Bodies. Since 2012 and to that effect, reports have been issued yearly to the Executive Council or the General Assembly.
4. Part I of the report considers the JIU reports issued during 2019, for which the Secretariat has indicated, for those relevant, their proposed acceptance and implementation status.
5. Part II considers recommendations produced by the JIU until the end of 2018 and still in progress, for information and possible comments of the Executive Council.

II. Proposed status for recent JIU reports

6. In 2019, the JIU produced the following nine reports:
 - [JIU/REP/2019/9](#): Review of contemporary practices in the external outsourcing of services to commercial service providers by United Nations system organizations;
 - [JIU/REP/2019/8](#): Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations;
 - [JIU/REP/2019/7](#): Review of the management and administration of the Joint United Nations Programme on HIV/AIDS (UNAIDS);
 - [JIU/REP/2019/6](#): Review of audit and oversight committees in the United Nations system;
 - [JIU/REP/2019/5](#): Managing cloud computing services in the United Nations system;
 - [JIU/REP/2019/4](#): Review of change management in United Nations system organizations;
 - [JIU/REP/2019/3](#): Review of the integration of disaster risk reduction in the work of the United Nations system in the context of the 2030 Agenda for Sustainable Development.
 - [JIU/REP/2019/2](#): Review of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women.
 - [JIU/REP/2019/1](#): Review of management and administration in the International Civil Aviation Organization (ICAO).
7. Out of these nine reports, four are relevant to UNWTO, including 21 recommendations for consideration and/or implementation (see Annex I). For each recommendation, the Secretariat is proposing an acceptance and an implementation status for the approval of the Executive Council.

III. Follow-up on the JIU reports issued until end 2018

8. The UNWTO Secretariat is following up on 89 JIU recommendations issued up to the end of 2018. Annex II gives an overview of such recommendations still in implementation phase.
9. This year, the Secretariat has focused on measures that:
 - a. have an impact on budget control and cost optimization for the Organization, and

b. reinforce compliance with UN standards and policies.

10. The following results can be highlighted:

- **Internal Oversight:**
 - (i) Oversight services related to audit are outsourced to the United Nations Office for Internal Oversight Services (OIOS). For this purpose, an agreement was signed at the beginning of 2020 that includes the conduct of a three-year audit plan (including developing an internal audit risk based annual work plan and implementing an approved internal audit assignment and an initial risk assessment) for an amount of 60,000 EUR.
 - (ii) The consultancy firm KPMG conducted a follow-up review of its report on internal control mechanisms issued in 2018. Results of such review have been communicated to the external auditors.
- **Environmental responsibility:** The Secretariat continues its efforts towards more environmental responsibility. 2019 greenhouse gas emissions have been offset and, for the fifth continuing year, the Organization is climate neutral.
- **Emergency communications policy:** Pursuant to the regulations of the United Nations Security Management System (UNSMS) and, specifically, the Spain Country Security Plan, UNWTO has adopted an Emergency communications policy (SGB/05/20).
- **Internship policies** (AI/912/19) and Internship Agreements have been updated to reflect good practices.
- **Staff, financial disclosure:** In 2019, the UNWTO Financial Disclosure Programme (initiated in 2017) was revised and replaced by the new policy released in Administrative Instruction AI/915/19, entitled Declaration of Interest Statement.
- **Use of the Chinese language as an official language of the Organization:** To date, 95 Member States have ratified the amendment to Article 38 of the Statutes, meaning that there are only 10 ratification pending for its entry into force.

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Annex I: JIU recommendations issued in 2019 and relevant to UNWTO

JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
2	Executive heads should, by the end of 2021, review all administrative issuances to clarify how inter-agency mobility is treated in each of those contexts.	Under consideration	Not started			HR
3	Executive heads of organizations party to the 2012 Agreement should not apply the practice of asking incoming staff to resign instead of agreeing to transfers in view of its corrosive effect on the integrity of the inter-agency mobility regime and the immaterial impact of these transfers on the management of long-term employment-related liabilities, and decide by the end of 2021 to accept benefits and entitlements on the basis stipulated in the Agreement.	Accepted	In progress	In practice, UNWTO has complied with this recommendation in a recent case (December 2019)	Consolidate policy based on the experienced practice	HR
4	Executive heads should, by the end of 2021, revise the 2012 Agreement to specify procedures for the handling of allegations of misconduct by staff who have moved to another organization under the terms of the Agreement.	Accepted	Not started			HR
6	The Secretary-General, in coordination with other executive heads in the framework of the High-Level Committee on Management, as he considers appropriate, should, by the end of June 2022, articulate the business case for inter-agency mobility by setting out what it should accomplish for the organizations as well as how it contributes to human	Accepted	Not started			HR

	resources management objectives and to the delivery of programmatic results. Such a business case could usefully examine success stories, such as the impact on career trajectories.					
7	The Secretary-General, working with other executive heads, should assess the impact of the United Nations system leadership framework on the development of a common management culture supportive of a One United Nations mindset and report to the Economic and Social Council at its 2022 session in the context of his report on the work of CEB. They should also consider the possibility of using this framework to strengthen a common management culture in United Nations organizations through the inter-agency mobility of a pool of managers, as had been envisaged through a Senior Management Service that CEB had planned to implement in 2004.	Accepted	Not started			HR
8	Executive heads should enable all United Nations system staff members to compete for vacant posts on a basis equal to that established for their own staff, while considering downsizing contexts, the abolition of posts and positions, and the administration of rotational placements.	Accepted	Not started			HR
9	The Secretary-General and other executive heads who are members of CEB should, by the end of 2021, define how the mutual recognition of rules and procedures will be applied to overcome regulatory and procedural barriers to inter-agency mobility, and report on measures taken to the	Under consideration	Not started			HR

Economic and Social Council at its 2022 session in the context of the annual report of the Secretary-General on the work of CEB.						
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JIU/REP/2019/5: Managing cloud computing services in the United Nations system

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The executive heads of the United Nations organizations should ensure that business continuity planning includes strategies and measures to mitigate the risk of failure by cloud service providers to deliver the contracted services.	Accepted	Not started			ICT
2	The governing bodies of the United Nations organizations should request the heads of their respective organizations to include provisions in their financial strategies that facilitate the adaptation, responsiveness and efficient use of operational expenditures and capital investments related to new technologies.	Under consideration	Not started			ICT
3	The executive heads of the United Nations organizations should put in place periodic procedures to ensure that their corporate ICT strategies, including those for cloud computing services, are aligned with the organizations' business needs and priorities, and yield value for the investment.	Accepted	Not started			ICT
4	The executive heads of the United Nations organizations should ensure that a comprehensive risk analysis exercise is undertaken before contracting ICT services, including	Accepted	Not started			ICT

cloud-based services. The risk analysis exercise should consider both technical and financial risks and benefits, and relevant safeguards should be included in the service-level agreement.					
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JIU/REP/2019/4: Review of change management in United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	Governing/legislative bodies are encouraged to ensure that executive heads embed change management approaches and methods in their organizational reforms and report on the results.	Under consideration	Not started			HR
2	Executive heads should embed structured and comprehensive change management approaches in their ongoing and future organizational reforms and report thereon to their governing/legislative bodies.	Accepted	Not started			HR
3	Executive heads, through the United Nations System Chief Executives Board for Coordination, should support the development and standardization of organizational staff surveys across the United Nations system.	Accepted	Not started			HR, IRP
4	Executive heads should ensure that resources allocated to change management are clearly earmarked and the intended results are measured, tracked and evaluated.	Under consideration	Not started			HR, OFSG
5	Executive heads should give greater prominence to the role that their strategic human resources	Accepted	Not started			HR

	management functions play in organizational change management. This would include promoting changes in individual attitudes and behaviours, establishing mechanisms to reinforce these, and creating channels to communicate feedback across all personnel.					
6	Executive heads should include an item on the agenda of the next meeting of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination to consider how to support the United Nations Laboratory for Organizational Change and Knowledge to play a greater role in United Nations system reforms.	Accepted	Not started			HR, IRP

JIU/REP/2019/2: Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The executive heads of the United Nations system organizations should critically assess on a regular basis the quality assurance mechanisms in place in their organization to ensure that ratings by indicator under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women are accurate according to the technical notes issued by the United Nations Entity for Gender Equality and the Empowerment of Women and that such ratings are appropriately supported by evidence.	Accepted	In progress	The assessment is carried out on a regular basis, within the limited resources of UNWTO. The last report to the UN-SWAP includes already various improvements in the indicators.		HR, ECSR, IRP
2	Before the end of 2020, the members of the United Nations System Chief	Accepted	Not started			HR, ECSR, IRP

	Executives Board for Coordination should coordinate within the Board's existing mechanisms to comprehensively review the results achieved following the implementation of the first phase of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and provide a forum for endorsing the framework as revised in 2018.					
4	The legislative and governing bodies of the United Nations system organizations should review the UN-Women annual letter addressed to the executive management, accompanied by indications of strategies and measures envisioned by the executive heads to be undertaken to improve compliance with the indicators included in the System-wide Action Plan and their expected contribution to gender equality and the empowerment of women.	Under consideration	Not started			HR, ECSR, IRP
5	Before the completion of the System-wide Action Plan 2.0, the executive heads of the United Nations system organizations should ensure an independent assessment of effective progress towards gender mainstreaming to promote gender equality and the empowerment of women within their organization, using the Action Plan as a benchmark, as applicable.	Accepted	Not started			HR, ECSR, IRP

Annex II: Monitoring of the implementation of JIU reports issued until end 2018

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

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The Executive Heads of the United Nations system organizations that do not have research guidelines and policies in place should consider establishing, as appropriate, a minimum set of standard on research production and uptake by the end of 2021.	Accepted	In progress		Publications Policy Guidelines in preparation to be presented to Management by end of 2020. These would replace the existing Publications Committee Guidelines	TMIC supported by SDT, STTC, ECSR, IRP, TECO
2	The Executive Heads of United Nations system organizations should establish, in the set-up of their programme budgets and finance (cost accounting) systems, a means to report on the cost of research activities by the end of 2020.	Under consideration	Not started		Explore how financial management system may include outputs and activities variables per projects.	TMIC, BDFN
4	The Executive Heads of United Nations system organizations should carry out periodic assessments of specific research needs and of potential suppliers of research products and associated costs, with the long-term objective of strengthening internal capacities for research, as appropriate, and making systematic use of research produced by academia.	Accepted	Not started		Conduct survey on priority research among members	OFSG, TMIC, supported by SDT, STTC, ECSR, IRP, TECO
9	The governing bodies of the United Nations system organizations should take measures to ensure that commitments to inter-agency collaboration, including through the	Under consideration	Not started			TMIC, STTC, SDT, AMD, IRP

establishment of a global data knowledge platform and the facilitation of academic exchanges, as stipulated in the Global Compact for Safe, Orderly and Regular Migration, are implemented by the end of 2020.					
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JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings on the United Nations system

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

	the accessibility of conferences and meetings for persons with disabilities.					
4	The executive heads of United Nations system organizations should instruct relevant offices that address accessibility-related matters to develop, by December 2021, standard operating procedures with regard to their operational responsibilities to improve the accessibility of conferences and meetings for persons with disabilities.	Accepted	In progress		This action will be developed in conjunction with the inclusion of the accessibility checklist in hosting agreements as guidelines may be similar.	ECSR, COSE
5	The executive heads of United Nations system organizations should make it mandatory for organizers of meetings and conferences to ensure, by December 2021, that: (a) The participation of persons with disabilities is fully supported by registration processes that are accessible for persons with diverse disabilities; (b) Clauses are included in accessible registration forms to ask specifically about accessibility requirements; (c) Information on accessible facilities and services is disseminated to all potential participants through accessible websites and information notes; (d) Accessible post-conference and post-meeting satisfaction surveys consistently include questions to assess satisfaction with the accessibility of facilities and services.	Accepted	In progress	For events focused on accessibility and other events organized by the ECSR Department, attendees with specific access requirements are encouraged to indicate their needs and contact the organizers if deemed necessary to resolve any accessibility-related doubt. Registration forms are made accessible and satisfaction surveys are facilitated on the spot, at accessible tourism events, in cooperation with DPO partners.	The accessibility checklists to be included in all hosting agreements in future should cover the provisions suggested under a), b) and c).	COSE, ECSR, LGCO
6	The executive heads of United Nations system organizations should, by December 2021, provide the option for remote participation in all meetings and conferences that they organize, with no prejudice to the efforts to make attendance at meetings and	Accepted	Not started			COSE, ICT, ECSR

	conferences accessible to persons with disabilities.					
7	The executive heads of United Nations system organizations should issue instructions to information and communications technology and facilities management offices to undertake periodic accessibility assessments of organizational facilities and services for conferences and meetings, and to ensure that organizations of persons with disabilities are adequately consulted at all stages of the process.	Accepted	Not started		High accessibility standards to be applied in the new UNWTO HQ (date tbc) in cooperation with the Government of Spain and relevant DPO partners. International ISO standards should be observed.	DAFN, HR, COSE, ECSR
8	The executive heads of United Nations system organizations should task procurement offices with drafting, by December 2021, provisions for incorporating accessibility checks and/or requirements into procurement policies and guidelines for consideration and adoption by the relevant decision-making authority.	Accepted	Not started		UNWTO to implement the procurement accessibility checklist by consulting relevant DPO and UN System partners and suggest the new provisional policy to the UNWTO Executive Council for adoption.	LGCO, ECSR
9	The executive heads of United Nations system organizations should develop and implement through relevant inter-agency mechanisms, by December 2021, a common system-wide mandatory specialized training module on disability inclusion and accessibility for personnel involved directly or indirectly in the servicing of conferences and meetings, including, but not limited to, staff in conference management, facilities and services management, human resources management, and procurement, legal, ICT, medical, public information and	Accepted	Not started		UNWTO to implement the training in 2021 in cooperation with relevant DPO and UN System partners.	ECSR, HR

	safety and security services.					
10	The legislative bodies of United Nations system organizations should include in their agendas the review of periodic reports submitted to them on the state of accessibility of conference and meeting facilities and services for persons with disabilities, including the state of progress of actions to address accessibility deficits.	Accepted	Not started		To be conducted in the framework of the present yearly report	COSE, OFSG

JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	Legislative bodies should adopt measures by 2020 to ensure that all policies related to misconduct/wrongdoing and retaliation specify appropriate channels and modalities, such as independent oversight committees, for reporting and investigating allegations against the executive head of the organization, as well as against any other functions that may entail a potential conflict of interest in the handling of such issues.	Accepted	In progress	Pursuant to Executive Council decision CE/DEC/6(CVIX), the Ethics Officer has reviewed and updated UNWTO's policy on misconduct/wrongdoing and retaliation of 2013, to include a special section related to reporting allegations against the executive head of the organization. The revised policy is under final approval phase.	Whistleblower policy under approval phase	Ethics Officer, LGCO
2	In United Nations system organizations that do not have an external and independent mechanism for appeals when a prima facie case of retaliation is not determined, the executive head should instruct the relevant office(s) to develop, by 2020, appropriate options to address this deficiency for his or her timely consideration, and to outline any agreed-upon mechanisms and processes in updates to protection against retaliation policies.	Accepted	In progress		Ethics Officer to consult with UN system organizations and propose an appropriate alternative option for an external and independent mechanism to address such appeals.	Ethics Officer, LGCO

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
3	Executive heads of United Nations system organizations should update their relevant whistle-blower policies by 2020 to address shortcomings and gaps identified in the JIU best practices ratings.	Accepted	in progress	Partly achieved with the recent policy update.		Ethics Officer, LGCO
4	By 2020, the legislative bodies of the United Nations system organizations should request executive heads to ensure that the independence of the head of ethics, head of oversight and ombudsman/mediator functions is clearly defined, in accordance with recommendations contained in JIU reports (JIU/REP/2006/2, JIU/REP/2010/3, JIU/REP/2011/7, JIU/REP/2015/6 and JIU/REP/2016/8), and that these functions report periodically to the legislative body.	Accepted	In progress	Since its establishment in May 2018, the in-house Ethics Function is the only independent internal function at UNWTO. It reports to the governing bodies on an annual basis.	The degree of independence of the Ethics Function still needs to be clearly defined.	Ethics Officer, LGCO
5	By the end of 2019, executive heads of United Nations system organizations should develop comprehensive communications tools for all personnel on what, how, where and to whom to report misconduct/wrongdoing, including harassment and retaliation, in all the working languages of the organization.	Accepted	In progress	A policy on addressing discrimination, harassment, including sexual harassment, and abuse of authority is currently being prepared in coordination with relevant departments, based on ST/SGB/2019/8. This new policy will include information on the modalities to report misconduct/wrongdoing.	Communication tool to be finalized	Ethics Officer, LGCO
6	Executive heads of United Nations system organizations should develop by 2020 standard operating procedures for proactively protecting those who report misconduct/ wrongdoing from retaliation, which should include undertaking relevant risk assessments and clearly identifying available support	Accepted	Not started		Under consideration.	Ethics Officer, LGCO

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	mechanisms and resources.					
7	Executive heads of United Nations system organizations should develop standard operating procedures by 2020 for handling retaliation cases, with specific checklists and protocols for investigation, support services and communication.	Accepted	In progress		Consult with UN Ethics system. No internal investigation function in place at UNWTO. External investigation options to be arranged.	Ethics Officer, LGCO
8	Executive heads of United Nations system organizations should ensure that, by 2020, anonymous channels to report misconduct/wrongdoing are: (a) developed and operational; (b) available in all the working languages of the organization; (c) accessible to all personnel, vendors and beneficiaries; (d) reflected in their relevant policies; and (e) widely communicated.	Accepted	In progress		Under internal discussion Anonymous channels need to be carefully assessed.	Ethics Officer, LGCO
9	By the end of 2019, executive heads of United Nations system organizations should ensure the public posting of an annual report, with all due consideration to confidentiality, on misconduct/wrongdoing and retaliation cases. The report should specifically include the allegations, findings and outcomes, including administrative actions taken.	Accepted	Implemented	A first report of the Ethics Officer as an internal function was submitted in 2019 to the governing body and is posted online; The second annual report is to be submitted to the 112 th session of the Executive Council.	The Ethics Officer submits annual reports to governing bodies	Ethics Officer
11	By 2020, executive heads of United Nations system organizations should conduct global staff surveys on a biennial basis, in order to gauge staff views on “tone at the top” issues, accountability and ethics-related topics and to develop a comprehensive action plan to address the issues identified.	Accepted	In progress		Coordinate the global staff survey and action plan with other UN Ethics Offices.	Ethics Officer, HR

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

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
2	Executive heads of the United Nations system organizations, under the leadership of the Secretary-General as the chair of the United Nations System Chief Executives Board for Coordination, should work together towards the establishment of more coherent internship programmes for the United Nations system, taking into account the benchmarking framework for good practices in internship programmes.	Accepted	In progress	The internship conditions are consistently reviewed in line with UN policies		HR
3	The executive heads of JIU participating organizations should consider updating their internship policies, taking into account the proposed JIU benchmarking framework for good practices in internship programmes and identifying those benchmarks to be streamlined in the policies of their respective organizations.	Accepted	Implemented	Internship policies (AI/912/19) and Internship Agreements have been updated to reflect good practices		HR
5	The executive heads of JIU participating organizations should put in place a mechanism to systematically track information related to internships, including on gender, country of origin, university from which the highest diploma was received, duration of the internship for each intern engaged and related costs (direct and indirect) generated by the internship programme. A report should be presented for information to the governing and/or legislative bodies of the organizations at their next sessions.	Accepted	In progress	Systematic tracking of information related to internship is being done. The report will be developed, to be presented to the governing and/or legislative bodies		HR
6	Legislative and/or governing bodies of the organizations of the United Nations system should consider approving the	Under consideration	Not started			HR, LGCO, DAFN, IRP

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

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

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	Executive heads of the United Nations system organizations should direct their officials entrusted with the ethics function to map the most common occurrences and register the risks of situations exposing their respective organizations to organizational conflicts of interest, no later than December	Accepted	Not started	Under discussion.	To map the most common occurrences and register the risks of situations exposing the Organization to organizational conflict of interest	Ethics officer, LGCO, HR

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	2019.					
3	The governing bodies of the United Nations system organizations should request the executive heads of the organizations to prepare a detailed report on existing financial disclosure programmes and propose any changes to the rationale and scope of those programmes that are needed to increase their effectiveness	Accepted	In progress	The review exercise of the financial disclosure programme was initiated in 2017. In 2019, the UNWTO Financial Disclosure Programme was revised and replaced by the new policy released in Administrative Instruction AI/915/19, entitled Declaration of Interest Statement.		HR, Ethics officer, LGCO
4	Executive heads of the United Nations system organizations, who have not yet done so, in consultation with the Legal Network of the United Nations system organizations, should take the necessary steps to introduce, by December 2019, adequate legal clauses in contractual agreements with their staff and non-staff, as appropriate, binding them to the period of restriction set for their function that prohibits them from engaging in clearly defined post-employment activities for the duration of that period of time.	Accepted	In progress	Review of contractual agreements with staff and non-staff to include adequate legal clauses regarding periods of restriction for engaging in post-employment activities within the Legal Network of the United Nations.	To be coordinated with UN legal network	LGCO, HR, Ethics officer
5	Executive heads of the United Nations system organizations, who have not yet done so, should take the necessary steps, no later than the end of December 2019, to: (a) ensure that all staff members, irrespective of their level and grade, successfully complete the initial and periodic mandatory ethics training course and obtain the respective certification; (b) link certification of the required ethics training course to the annual staff performance appraisal cycle; (c) include ethics training in the	Accepted	In progress	a) All UNWTO personnel took the “Ethics and integrity at the UN” training during the first semester of 2019. c) Ethics training is now included in the induction training of both staff and non-staff.	b) Link to the annual appraisal in the new performance management system	HR, Ethics officer

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	induction training of non-staff, including refresher courses after service intervals, as appropriate.					
6	The governing bodies of the United Nations system organizations should, in exercising their oversight role on the accountability framework of their respective organizations, regularly monitor conflict of interest issues, including updates to relevant policies, administrative instruments and mechanisms.	Accepted	Not started			DAFN, LGCO, OFSG

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

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
5	The heads of United Nations organizations should enhance the role and responsibilities of the Private Sector Focal Points Network with regard to sharing knowledge, promoting good practices and finding innovative solutions to problems related to partnerships with the private sector, including by entrusting them with specific tasks and agenda items on which to report.	Accepted	Not started	The UNWTO Affiliate Membership Department, the Institutional Relations and Partnership Department, as well as other technical departments that are working with the support of the legal and financial departments are working on partnership arrangements with the private sector.	Raise awareness on sharing knowledge and promoting good practices within the Organization.	AM, IRP, TMIC
6	All heads of the United Nations system organizations, assisted by the United Nations Global Compact, should jointly create a common database on the profiles and performance of the businesses that are involved, or potentially interested, in partnerships with the United Nations, based on the	Accepted	In progress	UNWTO works with UN Global Compact on profiles and performance of the business before engaging with such. UNWTO/ECSR has established a database in 2011 of all tourism enterprises and trade associations that		AM, ECSR , IRP, LGCO

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	information voluntarily submitted by the participating organizations.			have voluntarily signed the Private Sector Commitment to the UNWTO Global Code of Ethics. These entities report periodically on the implementation of ethical principles within their business operations and programmes. A policy on partnering with the private sector is being developed		
7	The Secretary-General of the United Nations and all the executive heads of participating organizations should identify and agree on a minimum set of common standard procedures and safeguards for an efficient and flexible due diligence process, to be applied system-wide in a transparent way by the United Nations operational staff engaged in the initiation and implementation of partnerships with the private sector.	Accepted	In progress	UNWTO has set up a working group on due diligence issues for internal elaboration of standards and procedures. A policy is on partnering with the private sector is being drafted under the leadership of the AFMS programme and will include due diligence issues.	Elaborate guidelines for due diligence based on common standards and procedures available so far for UNWTO and await UN SG corresponding instructions.	LGCO, DAFN, HR, AM

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

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The governing bodies of the United Nations system organizations should encourage the Secretary-General and executive heads of other organizations, in the framework of the United Nations System Chief Executives Board for Coordination, to develop a common position and pursue a high-level strategic dialogue with donors, in order	Accepted	Not started	Proposal to include in future HLCM Meetings that this recommendation is being included as an agenda item accordingly.	Under consideration by HLCM focal points at UNWTO	IRP, BDFN, LGCO

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	to address the challenges posed by the current funding models and practices and the impact of strict earmarking of voluntary contributions and reporting to donors.					
2	The executive heads of the United Nations system organizations that have not yet done so should put in place measures for ensuring that partnership agreements, concluded at the corporate level with the donors and at the corporate and field levels for individual programmes and projects, spell out the needs and requirements of the donors and the mutual commitments of the organizations and the donors, with respect to the details of reporting on the use of funds provided.	Accepted	In progress	<ul style="list-style-type: none"> • Donee's financial reporting including donor commitment in regards to funding: UNWTO template agreements include clauses on financial reporting and even some of them include financial reporting templates; • Consistent implementation of the said reporting. May vary according to the discussions with donors • In addition, as a practice, UNWTO Secretariat informs on projects in Statutory documents, as well as through UNWTO website and newsletters 	Tools are considered to be implemented but clauses/ reports/ standardization of agreements etc. can always be subject to improvement	IRP, TECO, LGCO, BDFN
3	The executive heads of the United Nations system organizations should encourage better access to, and dissemination and exchange of, information concerning donor reporting among the member States and should ensure that every organization maintains a corporate repository for all contribution agreements and donor reports.	Accepted	Implemented	UNWTO keeps all contribution agreements and donor reports stored in digitalized format.		IRP, TECO, BDFN, LGCO
4	The executive heads of the United Nations system organizations that have not yet done so should regularly update guidance on donor reporting and put in place measures for the professional	Accepted	Not started	Relevant guidance on donor reporting and measures for professional skills development and training for improved reporting to donors		HR, BDFN, TECO,IRP

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	skills development and training needed to improve reporting to donors, for personnel at headquarters and in the field.			under consideration.		
5	The executive heads of the United Nations system organizations that have not yet done so should work systematically with donors to include in donor agreements the costs associated with preparing donor reports.	Accepted	Not started	<p>Relevant discussions with donors on this aspect to take place accordingly.</p> <p>Note: As per UNWTO FRR, direct costs related to the implementation of a project are to be charged to the corresponding voluntary contribution project.</p>		IRP, TECO, LGCO, BDFN
6	The Secretary-General and executive heads of other United Nations system organizations should, preferably within the framework of the United Nations System Chief Executives Board for Coordination, develop and adopt a common report template accommodating the information needs and requirements of donors and the regulatory frameworks and capacities of the organizations, as a basis for negotiations with donors.	Accepted	Not started	UNWTO supports the development and adoption of a common report template to be used across the UN system as a basis for negotiations with donors to reduce the complexity and multiplicity of reports and thus reduce reporting costs – aspect of high relevance especially for smaller agencies such as UNWTO.	Attendance of HLCM and relevant discussion to be followed up.	IRP BDFN, LGCO
7	The governing bodies of the United Nations system organizations should request the executive heads to task, and adequately support, the internal audit and evaluation offices of their respective organizations with ensuring that the relevant oversight reports provide the required levels of assurance that would help minimize reporting to individual donors on the use of their earmarked contributions.	Accepted	In progress	UNWTO uses standard financial reports for financial reporting.		DAFN, LGCO, IRP, BDFN

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

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

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

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
4	The executive heads of the United Nations system organizations, that have not yet done so, should ensure by 2019 that effective measures are taken to enforce and monitor compliance with an advance purchase policy, including incorporation of advance planning rules and key performance indicators in travel policies that are regularly measured.	Accepted	In progress	Under implementation UNWTO has developed for the past 10 years a Travel Planning mechanism to ensure the advanced planning of the official missions. The Travel Policy specifies that, in order to benefit from better airline fares and to enable due approval process, travel requests should reach the Travel Department as early as possible and at least 10 working days before the date of departure. A KPI monitors this aspect.	In view of better evaluating the efficiency of the Travel Management and identifying sources of possible savings, UNWTO is currently evaluating the possibility of implementing several Key Performance Indicators (KPI) and Key Program Metrics (KPM) that would also allow defining certain standards and objectives.	TRAVEL
5	The executive heads of United Nations	Accepted	In progress	Annually, back to office reports	In view of better	TRAVEL

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	system organizations should schedule periodic monitoring and assessment to ensure conformity with their own air travel policies, conduct periodic risk assessments and identify measures for further efficiency gains by their next budgetary cycle.			are analyzed and lessons learnt extracted to identify issues for further improvement. After the implementation of the new UNWTO Travel polices UNWTO increased the monitoring of expenses by requesting the corresponding invoices from the traveler, the DSA payable also has to be justified, Whenever possible, agreements with mostly used Airlines are negotiated. Agreements for the special prices and discounts with the hotels are also negotiated trying to reduce the expenses.	evaluating the efficiency of the Travel Management and identifying sources of possible savings, UNWTO is currently evaluating the possibility of implementing several Key Performance Indicators (KPI) and Key Program Metrics (KPM) that would also allow defining certain standards and objectives.	
6	The executive heads of the United Nations system organizations, if they have not already done so, should encourage the use of online booking tools for air travel, update their travel policies with guidelines for optimal use of such tools, and consider integrating them with their existing systems by 2020.	Accepted	in progress	As of today, UNWTO travel policy does not allow travellers to book their own trips. Only exceptionally, travellers may book their own trips, requiring specific approval from the Secretary-General. UNWTO is in the process of the Call for Tender for the travel services. If the selected agency/ies can offer the possibility of using their OBT for certain reservations at a lower commission, it might be a start for the UNWTO and maybe in the future we can re-evaluate the costs. UNWTO constantly looks into new possibilities and evaluate the options, but so far it was not cost-effective.	Evaluate costs of OBT	TRAVEL

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

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The legislative/governing bodies of the United Nations system organizations should encourage better access to, dissemination of and exchange of information concerning donor assessments among the Member States and should, in this context, call upon the executive heads to make such assessments publicly available by uploading them in an online global repository to be established by the Secretary-General of the United Nations for that purpose not later than 2018.	Accepted	Not started	UNWTO encourages a high-level strategic dialogue with the donors fully convinced of the importance of ensuring transparency, trust and confidence, while endeavouring to reduce the transactions costs related to donor reporting.		IRP, TECO
3	The executive heads of the United Nations system organizations should designate, on the basis of the volume and variety of donor reviews, an appropriate central function in their respective organizations for coordinating the multiplicity of donor assessments, managing the information provided to donors, standardizing communications, ensuring consistency and tracking the follow-up action on findings and recommendations by the responsible organizational units.	Accepted	In progress	UNWTO has a relevant department managing the information provided to donors, namely the Institutional Relations and Partnerships Department.		OFSG, IRP
4	The executive heads of the United Nations system organizations should engage with donors to determine the key elements in their assessments and should encourage their audit and evaluation bodies, with due regard for their independence, to consider taking	Accepted	Not started	Senior Management of UNWTO committed to engage in such discussions with donors on these key elements for avoiding duplication and overlap.		DAFN, IRP, OFSG

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	these elements into account in their risk assessments and work plans, in order to avoid potential duplication and overlap.					
5	The legislative/governing bodies of the United Nations system organizations should request the executive heads to identify and provide adequate resources and support to the internal audit and evaluation offices of their respective organizations to enable them to provide the required levels of assurance that would help minimize duplication and overlap with external reviews, verifications and assessments conducted by third parties.	Under consideration	Not started	UNWTO has signed an agreement with OIOS in 2020 for internal audit		DAFN, LGCO, OFSG
6	The executive heads of the United Nations system organizations and the Secretary-General, in the context of the United Nations System Chief Executives Board for Coordination, should develop a common position for initiating a high-level dialogue with donors to determine shared priorities and define a multi-stakeholder assessment platform with a robust framework and methodology to capture a collective reflection of an agency's performance and reduce the need for additional bilateral assessments.	Accepted	Not started	Secretary- General to be in relevant discussions on this matter during CEB Meetings. Other senior official to address the matter at HLCM and HLCP	Secretary- General to be in relevant discussions on this matter during CEB Meetings and its networks. Other senior official to address the matter at HLCM and HLCP	IRP, LGCO

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

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	To promote collaboration in and furtherance of mainstreaming results-based management across United Nations system organizations, executive heads may wish to endorse the high-impact model and use it within their respective organizations, taking into account the progress already achieved and organizational specificities.	Accepted	Not started		Requires an inception and analysis phase to identify gaps and current challenges for complying with RBM	OFSG, DAFN
2	To enhance inter-agency collaboration in the use, adaptation or expansion of the high-impact model across United Nations system organizations, executive heads may wish to establish an inter-agency - task force or interim mechanism, using existing formal or informal inter-agency arrangements, as deemed appropriate.	Accepted	Not started		To monitor opportunities through CEB networks (HLCM and HLCP)	OFSG, DAFN

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

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

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	current and future knowledge management needs and include measures for implementation.					
3	The executive heads of the United Nations system organizations, if they have not already done so, should take incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal systems, annual work plans, job descriptions and organizational core competences, by the end of 2020.	Accepted	In progress	Knowledge management is handled in an ad hoc manner		OFSG, HR

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

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

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

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	<p>The governing bodies of the United Nations system and of the multilateral environment agreements, taking into account the findings of the comprehensive review, should give precise system-wide coordinated guidance to the organizations so as to ensure that the priorities of the SAMOA Pathway are mainstreamed in the strategic plans, within the realm of the organizations' mandates, and should encourage all stakeholders to make sufficient and predictable resources available for the effective and accelerated implementation of the Pathway.</p>	Accepted	In progress	<p>The UNWTO is following developments on SIDS and tourism. Its work on tourism and climate change includes a specific focus on SIDS.</p> <p>The UNWTO report on transport-related CO2 Emissions from the tourism sector was launched on 3/12/2019 and will be complemented by the policy recommendations in 2020 for a high ambition scenario.</p>	Consider further actions in UNWTO's POW	SDT, RDs, IRP
2	<p>The governing bodies of the United Nations system should ensure that the strategic plans and work programmes of the system organizations include specific objectives related to the implementation of the SAMOA Pathway, within the realm of their respective mandates, to be measured against a set of established key performance indicators to monitor and report on the achievements.</p>	Accepted	In progress	<p>The UNWTO is following developments on SIDS and tourism.</p> <p>The UNWTO report on transport-related CO2 Emissions from the tourism sector was launched on 3/12/2019 and will be complemented by the policy recommendations in 2020 for a high ambition scenario.</p>	Consider appropriate actions in UNWTO's POW	SDT, RDs, IRP

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
3	The governing bodies of the United Nations system, in adopting the strategic plans and work programmes of the organizations, should encourage the organizations to ensure that the activities in support of sustainable development of SIDS, within the realm of the mandate of each organization, are aligned with the regional and national priorities identified by the Governments of those States, regional organizations and SIDS development partners, so as to foster the implementation of the SAMOA Pathway as the blueprint of the 2030 Agenda for Sustainable Development of SIDS.	Accepted	In progress	The UNWTO is following developments on SIDS and tourism	Consider appropriate actions in UNWTO's POW	SDT, RDs, IRP
4	The governing bodies of the United Nations system should request the organizations to coordinate the planning and implementation of their capacity-building activities in close consultation with the small island developing States and all partners for development so as to strengthen effectiveness and efficiency in providing support to achieve the goals defined in the SAMOA Pathway, while avoiding saturation of the absorptive capacity of SIDS at the country level.	Accepted	In progress	The UNWTO is following developments on SIDS and tourism. The UNWTO report on transport-related CO2 Emissions from the tourism sector was launched on 3/12/2019 and will be complemented by the policy recommendations in 2020 for a high ambition scenario.	Consider appropriate actions in UNWTO's POW	SDT, RDs, IRP

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
5	The executive heads of the United Nations system should ensure the participation of their organizations in the process led by the Inter-Agency Task Force on Financing for Development to actively contribute to addressing the specificity of SIDS as a special case with tailor-made solutions, and should also ensure that new parameters of eligibility are designed for better access to financing for development for SIDS.	Accepted	In progress	The UNWTO is following developments on SIDS and tourism	Consider appropriate actions in UNWTO's POW	IRP, SDT
6	The governing bodies of the United Nations system organizations should encourage the allocation of predictable multi-year funding to facilitate the effective implementation of programmatic activities in support of the small island developing States, based on needs assessments prepared by the United Nations system organizations in consultation with SIDS and their relevant partners.	Accepted	In progress	The UNWTO is following developments on SIDS and tourism	Consider appropriate actions in UNWTO's POW	IRP, SDT
7	The legislative and governing bodies of the United Nations system organizations should ensure, based on the on-going work of the United Nations Statistical Commission and, when relevant, on the work of the inter-agency forums and expert groups created to advise	Accepted	In progress	The UNWTO is following developments on SIDS and tourism. Initiatives such as INSTO or MST partly respond to this recommendation.	Consider appropriate actions in UNWTO's POW	STTC, RDs, SDT

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	Member States, that the specificity of SIDS is explicitly considered in defining the elements of monitoring and accountability frameworks to report on progress made on the Sustainable Development Goals, so that processes and indicators are adapted to their needs and priorities identified at the national and regional levels.					
8	The governing bodies of the United Nations system organizations should coordinate their efforts in designing monitoring and accountability frameworks and tools adapted to the capacity of SIDS to monitor and report on the implementation of the SAMOA Pathway and other sustainable development related global mandates, while avoiding the burden of multiple reporting frameworks.	Accepted	In progress	The UNWTO is following developments on SIDS and tourism. Initiatives such as INSTO or MST partly respond to this recommendation.	Consider appropriate actions in UNWTO's POW	STTC, SDT

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

(request to JIU on 17/10/2019 to put this report back into the online tracking system)

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
3.	On the basis of a comprehensive needs assessment, the executive heads of the United Nations system organizations should establish a dedicated anti-fraud training and fraud awareness strategy for all members of the organization. At a minimum, anti-fraud training should be mandatory for staff in functional areas most prone to fraud and staff operating in fragile and high-risk field environments.	Accepted	In progress	The Secretary-General has issued a bulletin on this issues (SGB/06/19)	A training on fraud should be delivered to all personnel	HR, DAFN, LGCO
4.	The executive heads of the United Nations system organizations should, if they have not already done so, conduct a comprehensive corporate fraud risk assessment, as an integral part of their enterprise risk management system or as a separate exercise, addressing frauds at all levels of their respective organization, including headquarters and field offices, as well as internal and external fraud risks. Such assessments shall be conducted at least biennially at the corporate level, and more frequently, based on need, at the operational level.	Accepted	Not started		Include in next internal audit to be conducted.	DAFN, LGCO
5.	The executive heads of the United	Accepted	Not started			DAFN, LGCO

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	<p>Nations system organizations, if they have not already done so, should develop organization-specific comprehensive anti-fraud strategies and action plans for implementing their respective fraud policies. Such anti-fraud strategies should be based on the organization's corporate fraud risk assessments and shall be an integral part of the overall organizational strategies and operational objectives. Based on the level of fraud risk, proportionate resources should be dedicated to operationalize the strategies and action plans.</p>					
6.	<p>The executive heads of the United Nations system organizations, if they have not already done so, should initiate a review of their internal control framework to ensure that proportionate anti-fraud controls do exist and that fraud risks identified in the fraud risk assessments are adequately addressed in the internal control frameworks.</p>	Accepted	In progress	<p>A review of internal control mechanisms in the areas of procurement, non-staff contracts and sponsorships was undertaken in February 2018. The Secretary-General is currently reviewing all possibilities for the establishment of an internal control function that would also ensure that proportionate anti-fraud controls exist</p>	Strengthen the internal control mechanisms.	DAFN, LGCO
7.	<p>When introducing or updating statements of internal controls, the executive heads of the United Nations system organizations should ensure that the statements</p>	Accepted	In progress	<p>UNWTO adopted the United Nations Framework against Fraud and Corruption.</p> <p>UNWTO secretariat applies a zero</p>	Further report to Governing Bodies	DAFN, LGCO

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	address the adequacy of organization-wide anti-fraud controls, in accordance with good practices and applicable international standards. In the absence of a formal statement of internal controls, executive heads should certify in their annual reports to legislative and governing bodies that their organization has in place proportionate anti-fraud controls based on fraud risk assessments, and that appropriate fraud prevention, detection, response and data collection procedures and processes exist.			tolerance policy against Fraud and Corruption.		
9.	The executive heads of the United Nations system organizations, if they have not already done so, should revise their whistle-blower policies with a view to adopting good practices, and extend the duty to report fraud and other misconduct to contract employees, United Nations volunteers, interns and other non-staff, as well as to third parties, including vendors, suppliers, and implementing partners.	Accepted	In progress	Pursuant to Executive Council decision CE/DEC/6(CVIX), the Ethics Officer has reviewed and updated UNWTO's policy on misconduct/wrongdoing and retaliation of 2013. The revised policy is under approval process		DAFN, LGCO
10.	The executive heads of the United Nations system organizations should present to their legislative and governing bodies on an annual	Accepted	Not started			DAFN, LGCO

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	basis a consolidated and comprehensive management report on the performance of anti-fraud activities, based on key performance indicators. The report shall include, inter alia, the level of fraud exposure, status of compliance with anti-fraud policies, fraud statistics, sanctions imposed, fraud losses and recovery of assets, and lessons learned.					
11.	The legislative and governing bodies of the United Nations system organizations should: place on their respective agendas a permanent or standing item relating to fraud prevention, detection and response; review on an annual basis the consolidated and comprehensive management report presented by the executive head on anti-fraud policy and activities; and provide high-level guidance and oversight on fraud-related matters.	Accepted	In progress		To be included in the agendas of the Governing Bodies, as part of internal audit. SG will report on the progress in the establishment of an anti-fraud strategy, policy and measures.	DAFN, LGCO

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

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	<p>The executive heads of United Nations system organizations should present to the governing bodies of their organizations a long-term United Nations system-wide climate change strategy responsive to the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, and request its endorsement and the support necessary for its effective implementation, in order to achieve measurable interim results by 2020.</p>	Accepted	Not started	<p>Due to its cross-sectorial nature, tourism can contribute to a more resource efficient value chain and stimulate behavioural change towards low-carbon destinations.</p> <p>The UNWTO report on transport-related CO2 Emissions from the tourism sector was launched on 3/12/2019 and will be complemented by the policy recommendations in 2020 for a high ambition scenario.</p>	<p>Pending approval of a long term UN-system-wide climate change strategy. Issue to be taken into account by UNWTO</p>	SDT
2	<p>The governing bodies of the United Nations system organizations should support and endorse the participation of their respective organizations involved in cross-cutting areas directly or indirectly related to climate change in a system-wide United Nations strategy to combat climate change, in a manner consistent with the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21).</p>	Accepted	In progress	<p>UNWTO has implemented climate change related projects and activities which reflect a “quadruple bottom line” of environmental, social, economic and climate responsiveness.</p> <p>The Sustainable Tourism Programme of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP), led by UNWTO, supports cooperation between stakeholders to advance resource efficiency and low-carbon practices in the tourism sector.</p> <p>UNWTO is a climate-neutral</p>	<p>Pending approval of a long term UN-system-wide climate change strategy. Issue to be taken into account by UNWTO</p>	SDT

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				Organization for its operations since 2015.		
3	The executive heads of the United Nations system organizations involved in areas with clear cross-linkages with climate change should elaborate and agree upon a common methodology to establish criteria to ensure the traceability of specific funding for climate change adaptation and mitigation, seeking consistency and coherence in the context of the climate change regime methodologies.	Accepted	Not started	The Programme on Sustainable Tourism of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP STP), led by UNWTO, supports cooperation between stakeholders for the development and implementation of innovative projects and good practices in resource efficient and low-carbon tourism planning, improving sustainable livelihoods and adapting to the reality of a changing climate.	Assess the involvement of UNWTO as this initiative progresses	SDT
4	Executive heads of the member organizations of the CEB, under the leadership of the Secretary-General in his capacity as Chair of the CEB, should promote the development of a common information-sharing system for the measurement and monitoring of the United Nations system activities and resources aimed at addressing climate change, by sector and type of funding, so as to ensure the most cost-efficient and effective delivery of activities to tackle climate change.	Accepted	In progress	UNWTO continues participating in the UNCC Learn, a collaborative initiative involving more than 35 global organizations, which supports countries, among others, on sustainable learning to address climate change. The initiative responds to the COP22 Decision on improving the effectiveness of the Doha Work Programme on the Article 6 of the UNFCCC Convention, which seeks to reduce the impact of climate change by enabling society to be a part of the solution, through education, training and public awareness and also to Article 12 of	Assess the involvement of UNWTO in the initiative under the CEB as it progresses	SDT, IRP

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				the Paris Agreement during COP23 on the same issue.		

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

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The legislative/governing bodies of the United Nations system organizations should request the executive heads to embrace the nine benchmarks proposed in the present report, in order to enhance the strategic role of the public information and communications function in contributing to the achievement of organizational goals and priorities, thereby promoting global support for their organization.	Accepted	In progress	<ul style="list-style-type: none"> The nine benchmarks have been assessed and factored into the UNWTO Communication Strategy. The majority of applicable benchmarks (1, 2, 3, 4, 5, 7) are now active components of the UNWTO Communication Strategy. Benchmarks 8 and 9 are expected to be incorporated end of 2019 and during 2020. 	To assess the benchmarks and their applicability to the UNWTO. To be incorporated in the communication strategy	COMM
2	Starting from the forthcoming programme and budget cycle, the executive heads of the United Nations system organizations should reinforce in a sustainable manner the strategic role of the public information and communications function within their organization, by adhering to the nine benchmarks proposed in the present report, as applicable.	Accepted	In progress		To assess the benchmarks and their applicability to the UNWTO. To be incorporated in the communication strategy	COMM
5	The executive heads of the United	Accepted	In progress	<ul style="list-style-type: none"> Social media guidelines for 	To assess the	COMM

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	Nations system organizations that have not yet done so should develop an effective social media strategy that is based on updated guidelines and is properly aligned with the other respective policies and frameworks/strategies for public information and communications.			<p>contributions by personnel while on mission/external events are being developed and a first one has been disseminated.</p> <ul style="list-style-type: none"> • Guidelines for the use of personal SoMe accounts by personnel (in coordination with HR) have been developed and disseminated. • The UNWTO Communications Department has now dedicated social media profiles among its team. The newly developed SoMe strategy will be incorporated in the Communications Strategy. 	benchmarks and their applicability to the UNWTO. To be incorporated in the communication strategy	

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

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
5	The executive heads of the United Nations system organizations should develop a specific contract-management training programme in their organizations that would include courses offered as a requirement for all persons managing contracts of a certain size, value and complexity.	Accepted	In progress	Training on procurement has been delivered to all personnel including summary introduction to contract management.	Provide training on contract management.	LGCO, HR

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
8	The executive heads of the United Nations system organizations should ensure that a system exists in their organizations for documenting and reporting on a contractor's performance in meeting contract requirements, and assign responsibility and management accountability for completeness of the contractor's performance reporting.	Accepted	In progress	Certification of delivery is made for each contract. Each manager monitors performance of the contractor.	To develop a specific system for reporting on contractor's performance and a registry containing contractors with unsatisfactory performance.	LGCO

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

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	The Secretary General should develop modalities of cooperation with the respective foundations and offices and submit them to the 2011 UNWTO General Assembly for consideration and approval, together with the outcome of the mentioned JIU investigation on the subject	Accepted	In progress	<p>A new agreement with the Government of Andorra for the Themis Foundation was signed in 2014 clarifying the responsibilities of the parties towards the Foundation and discussions have been engaged on the possibility to convert the Foundation into a fully integrated UNWTO Office.</p> <p>The Government of the Republic of Korea has confirmed that the ST-EP Foundation is under dissolution in accordance with its domestic legal system and, until completion of the</p>	Resume discussions for a new arrangement of the Nara Office, following the ratification of Annex XVIII to the 1947 Convention of the Privileges and Immunities of the UN Specialized Agencies by the Government of Japan,	LGCO, DAFN

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				proceedings, it remains inactive and has ceased all its operations.		
	The UNWTO General Assembly should endorse the results-based management (RBM) framework developed by the JIU and request the Secretariat to use it in the implementation of RBM. The Secretary-General, making use of the results based benchmarks and framework developed by the JIU, should present to the Programme and Budget Committee in 2015 a report demonstrating how, within its particular constraints in terms of size and resources, the Secretariat has moved towards the implementation of the results-based management (RBM).	Accepted	In progress	The Secretariat prepares a programme of work based on the priorities of its Members, and recurrently reports on its implementation.	Comments: Results-based budget and management implies a medium-term approach which requires substantive resources for IT adaptation and management change. Proposed actions: (i) Members could assess information gaps required in the programme of work and its implementation (ii) new approaches to formulating, implementing and reporting/evaluating the programme of work could be explored	DAFN, OFSG
	The Secretary General could, in the context of the appointment of the EDs, formulate and publish formal job descriptions and inform the UNWTO governing bodies on measures to enhance the	Accepted	Implemented	The Secretary-General informs the Executive Council of the structure of the Secretariat and of his choice and terms of EDs Since 2018, formal job descriptions are in place for all senior		HR

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	transparency of their grade, selection and appointment process (item newly raised)			management functions		
	The Inspector is of the view that the Secretary General could take measures to improve the gender balance at the senior grade level (item newly raised)	Accepted	In progress	4 of the 12 staff at grades P5 and above are female.	Comments: Vacancies at senior levels provide opportunities to improve gender balance.	HR

JIU/REP/2009/1 Review of Management and Administration at UNWTO

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
14	The UNWTO General Assembly should adopt the status, basic rights and duties of United Nations staff members (ST/SGB/2002/13) and the corresponding financial disclosures policy, while promoting ethics and integrity at work, and allocate resources for relevant training of staff on these issues.	Accepted	In progress			HR, Ethics officer
19	The UNWTO General Assembly should provide the required 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).	Accepted	In progress	<p>Implementation requires entry into force of the amendment to Article 38 of the Statutes. This amendment has not been yet ratified by two-thirds of the Members and is therefore not enforceable.</p> <p>To date, 95 Member States have ratified the amendment to Article 38 of the Statutes, meaning that there are only 10 ratification pending for its entry into force.</p>	<p>(i) Remind Members who have not yet ratified amendment of the Statutes to do so, (ii) seek voluntary contributions to enable interim implementation of the recommendation (iii) prepare a plan for the gradual introduction of the Chinese language in the Organization.</p> <p>Comments: In 2017, the General Assembly, resolution 694(XXII), requested the Executive Council to prepare and implement a plan for the gradual</p>	LGCO

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
					introduction of the Chinese language in the Organization, following the practice on the introduction of new languages in the Organization, with the aim of the establishing Chinese as an official language of UNWTO at the 23rd session of the General Assembly subject to its entry into force in accordance with Article 33 of the Statutes and urged Member States to ratify all the amendments (including that of Article 38) to the Statutes and Financing Rules as soon as possible.	