

FOR DECISION

Agenda item 15
**Reform of the Organization: Progress
on JIU recommendations**

A/24/15
Madrid, 28 August 2021
Original: English

The Secretary-General has initiated several structural and organizational reforms in the Secretariat in order to reinforce compliance with UN standards and in response to recommendations from the Joint Inspection Unit (JIU). Every year, the Secretary-General reports on progress made with regard to JIU recommendations of previous years.

In 2020, the JIU issued four reports relevant to UNWTO, including 34 recommendations for consideration and/or implementation. For each recommendation, the Secretariat proposes an acceptance and an implementation status for the approval of the General Assembly. The UNWTO Secretariat is also following up on 106 JIU recommendations issued up to the end of 2019 and informs the Members about progress, achievements and the way forward.

Like in previous years, in 2020 the Secretariat has focused on the implementation of those recommendations that are essential for budget control and cost optimization for the Organization, notably in relation with internal oversight, environmental responsibility and the entry into force of the amendment establishing Chinese as an official language of the Organization.

Action by the General Assembly

DRAFT RESOLUTION¹

The General Assembly,

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

1. *Welcomes* the 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 2020 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 up to the end 2019;
4. *Considers closed* those recommendations that have been fully implemented; and
5. *Requests* the Secretary-General to keep reporting yearly on this issue.

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

I. Introduction

1. The present report follows the one (document CE/112/3(f)) presented at the Executive Council at its 112nd session (Tbilisi, Georgia).
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. UNWTO, as a participating agency 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 II of the report, together with Annex I, considers the JIU reports issued during 2020, for which the Secretariat has indicated, for those relevant, their proposed acceptance and implementation status.
5. Part III, together with Annex II, considers recommendations produced by the JIU up to the end of 2019 and still in progress, for information and possible comments of the General Assembly.

II. Proposed status for recent JIU reports (2020)

6. At the date of the present report, the JIU produced the following five reports for 2020:
 - (a) JIU/REP/2020/8: Environmental Sustainability across Organizations of the United Nations System
 - (b) JIU/REP/2020/6: Multilingualism in the UN System
 - (c) JIU/REP/2020/5: Enterprise risk management
 - (d) JIU/REP/2020/2: Policies and platforms in support of learning
 - (e) JIU/REP/2020/1: Investigation function in the UN System
7. These five reports are relevant to UNWTO and include **34 recommendations** for consideration and/or implementation (see Annex I). For each recommendation, the Secretariat proposes an acceptance and an implementation status for the approval of the General Assembly.

III. Follow-up on the JIU reports issued up to the end of 2019

8. The UNWTO Secretariat is following up on **106 JIU recommendations** issued up to the end of 2019. Annex II gives an overview of such recommendations still in consideration or implementation phase.
9. This year, as in previous ones, 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:
 - (a) **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 in December 2019 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) OIOS conducted a risk assessment at the end of 2020 and has started to work on its first assignment, review of project management, in April 2021.
- (b) **Environmental responsibility:** The Secretariat continues its efforts towards more environmental responsibility. 2020 greenhouse gas emissions have been offset and, for the sixth continuing year, the Organization is climate neutral.
- (c) **Use of the Chinese language as an official language of the Organization:** As of 25 January 2021, the amendment to Article 38 of the Statutes introducing the Chinese language as an official language of the Organization entered into force. Since this date, the Organization has operated in six official languages.

* * *

Annex I: JIU recommendations issued in 2020 and relevant to UNWTO

JIU/REP/2020/8: Environmental Sustainability across Organizations of the United Nations System

N°	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 United Nations system organizations that have not yet done so should, by the end of 2022, develop an organization-wide policy for environmental sustainability in the areas of internal management functions.	Under consideration	Not started			DAFN, OFSG
2	The legislative organs and governing bodies of the United Nations system organizations that have not yet done so should, by the end of 2022, direct the executive heads to embed environmental sustainability considerations into the management of their organizations and request them to include in the annual report on the work of the organization the results of efforts to mainstream environmental sustainability in the internal management functions of the organization.	Under consideration	Not started			DAFN, OFSG
3	The executive heads of the United Nations system organizations should, by the end of 2022, devote adequate resources in specific budget plans, including by better utilizing existing available resources, to mainstreaming environmental sustainability in their respective organizations, and report on the implementation to their legislative organs and governing	Under consideration	Not started			DAFN, OFSG

	bodies from 2023.					
4	The executive heads of the United Nations system organizations that have not yet done so should, by the end of 2022, task procurement offices with incorporating specific provisions for integrating environmental sustainability considerations into procurement policies, procedures, manuals and guidelines, including through the relevant inter-agency mechanisms, as necessary.	Accepted	In progress	The UNWTO Procurement Manual includes a chapter on sustainable procurement		LGCO
5	The executive heads of the United Nations system organizations should, by the end of 2022, ensure that all recruitment and selection processes, as well as performance appraisal systems, incorporate and give adequate weight to environmental sustainability understanding and behaviours, and report on the implementation to their legislative organs and governing bodies from 2023.	Under consideration	Not started			HR
6	The executive heads of the United Nations system organizations should, by the end of 2022, with the support of the resident coordinator system and the United Nations country team mechanisms, strengthen the coordination between the headquarters and field agencies, as well as among field agencies, in pursuing measures to reduce the environmental impact of field presences, and report on the implementation to their legislative organs and governing bodies from 2023.	Not applicable	N/A	UNWTO is a non-resident agency		DAFN, OFSG
7	The executive heads of the United	Accepted	Implemented	All UNWTO events are		COSE

	Nations system organizations should, by the end of 2022, make all conferences, events and meetings organized by their respective organizations “paper smart”, while providing printed material only upon official request and with adequate cost recovery measures following a differential pricing system in respect of different customer groups – such as official delegates, research institutions, other conference participants and students – and report on the implementation to their legislative organs and governing bodies from 2023.			paperless. Printing is reduced to the minimum, upon request.		
8	The executive heads of the United Nations system organizations that have not yet done so should, by the end of 2022, task the relevant offices responsible for organizing conferences, meetings and events with developing a policy for incorporating provisions relating to environmental sustainability considerations into policies, procedures, manuals and guidelines, including through the relevant inter-agency mechanisms, as necessary.	Accepted	Not started			DAFN, COSE, OFSG
9	The executive heads of organizations of the United Nations system should ensure that, by the end of 2022, information and communications technology services’ actions and projects comply with environmental sustainability considerations, including ensuring that greenhouse gas emissions are at a level compatible with the United Nations Framework Convention on Climate Change Paris	Under consideration	Not started			ICT

	agreement.					
10	The executive heads of the United Nations system organizations should, by the end of 2022, make all official documentation, publications, brochures, and communication and advocacy materials available online, including through online conferencing applications or other information technology means, and report on the implementation to their legislative organs and governing bodies from 2023.	Accepted	Implemented	All UNWTO material, reports, publications and statutory documents are available online, in its website and elibrary		COSE, TMIC, COMM

JIU/REP/2020/6: multilingualism in the UN System

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations that have not yet done so, to prepare a strategic policy framework for multilingualism, accompanied by administrative and operational guidelines for its	Under consideration	Not started			COSE, TRAD

	implementation, and submit this for adoption by the end of 2022.					
2	The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations that have not yet done so, to appoint, by the end of 2022, a senior official as a coordinator or focal point for multilingualism, with clearly defined responsibilities and delegated authority, tasked with the coordination of the implementation of the strategic policy framework for multilingualism across their respective organizations.	Accepted	In progress			COSE, TRAD
3	The executive heads of the United Nations system organizations that have not yet done so, should, where appropriate, introduce or enhance, by the end of 2022, their policies for attracting new translators and interpreters and retaining talented and skilled language professionals, including the preparation of succession plans with specifications for required languages and language combinations, as well as the expansion of outreach programmes.	Accepted	Implemented	UNWTO is hiring new interpreters to cover internally all official languages, including Chinese.		COSE, HR, TRAD
4	The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations that have not yet done so, to introduce, by the end of 2022, learning policies that encourage continuous learning and improvement of the language skills of their staff members in the official languages of the respective organizations as well as in other languages, as appropriate,	Accepted	In progress	UNWTO supports language learning as a form of continuous learning and improvement for its personnel. The Organization developed a language development policy in all official languages of the organization, as well as in other languages.	The Organization is in the process of developing a learning and development policy to further foster these learning opportunities.	HR

	securing sufficient funding for this.					
5	The executive heads of the United Nations system organizations should request the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) to establish a working group on the preparation for adoption, by the end of 2022, of a United Nations system language framework for language teaching, learning, assessment, and certification in the six official languages of the United Nations, which could be based, inter alia, on the results of the work already	Under consideration	Not started		This recommendation is outside the sole remit of the organization. UNWTO would support this initiative in coordination with other UN system organizations	HR
N°	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	rapidly as members of the United Nations System Chief Executives Board for Coordination should direct the High-level Committee on Management to develop a system-wide, organization's mandate, field network approach to multilingualism as a core value of the United Nations system	Under consideration	Not started			DAFN, OFSG
2	By the end of 2021, executive heads of the United Nations system organizations should take a comprehensive review of their ERM implementation against JIU benchmarks 1 to 9, as outlined in the present report.	Under consideration	Not started			DAFN, OFSG
3	By the end of 2021, members of the High-level Committee on Management of the Chief Executives Board for Coordination should ensure that its Cross-Functional Task Force on Risk Management is continued as a viable	Under consideration	Not started			DAFN, OFSG

JIU/
RE
P/2
020/
5:
ent
erpr
ise
risk
ma
nag
em
ent

	mechanism to further promote and facilitate inter-agency cooperation, coordination and knowledge-sharing and to explore shared risks associated with United Nations reform efforts					
4	By the end of 2022, legislative/governing bodies of participating organizations should request executive heads to report on the outcomes of a comprehensive review of the organization's implementation of ERM against JIU benchmarks 1 to 9, as outlined in the present report.	Under consideration	Not started			DAFN, OFSG

JIU/REP/2020/2: policies and platforms in support of learning

N°	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 United Nations system organizations, if they have not already done so, should establish a minimum set of key performance indicators and associated targets for the efficiency of learning programmes and their effectiveness in support of business outcomes, which the organizations should monitor and report upon to the governing bodies.	Under consideration	Not started		This recommendation is under consideration in alignment with the strategic HR plan of the organization for the period 2021-2025. UNWTO will aim at including appropriate indicators.	HR, IEI
2	The executive heads of the United Nations system organizations should integrate the evaluation findings on learning into the learning management systems and use them effectively to inform decision-making processes on future learning activities.	Accepted	Implemented	UNWTO systematically stores course evaluations in its learning management system with the purpose of including these in the decision-making process on future learning activities.		HR
3	The executive heads of the United Nations system organizations should,	Under consideration	Not started			HR, IEI

	in consultation with the United Nations Sustainable Development Group, examine the existing options for a comprehensive joint curriculum or at least system-wide quality assurance of courses related to the 2030 Agenda for Sustainable Development, by the end of 2021.					
4	The executive heads of United Nations organizations should take the actions they deem appropriate to better integrate staff learning plans into their respective performance assessments and to ensure that managers are also held accountable for implementation.	Accepted	Implemented	UNWTO staff learning plans currently form a part of the performance planning system and are linked to the performance appraisal form. Training needs (both departmental and individual) are taking into account for the development of the annual learning and development plan.		HR, OFSG
6	The executive heads of the United Nations system organizations, if they have not already done so, should establish criteria for the more systematic use of external platforms, based on judicious curating of their courses and realistic learning objectives.	Accepted	Implemented	The organization already uses external learning platforms extensively based on clearly pre-determined criteria.		HR, IEI
7	The executive heads of the United Nations system organizations should, through inter-agency agreements, recognize relevant learning programmes followed on external platforms, for which appropriate credentials are presented, and reflect that recognition in the learning management systems.	Accepted	Implemented	The organization recognizes the completion of specific mandatory training courses and all personnel is encouraged to report on previous learning activities for inclusion in the learning management system.		HR, IEI
8	The governing bodies of United Nations system organizations should, by the end of 2023, approve a common United Nations	Under consideration	Not started	This recommendation is outside the sole remit of UNWTO and must be coordinated with other		HR

	Organizational Learning Framework, agreed through relevant inter-agency mechanisms, which should contain a set of principles and a plan of action for gradual implementation.			agencies. The organization is readily available to contribute to this initiative for its gradual implementation.		
--	---	--	--	--	--	--

JIU/REP/2020/1: investigation function in the UN System

N°	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The legislative bodies of United Nations system organizations should request that organizations that have not yet done so include in their internal oversight charters a provision for the periodic revision and, where necessary, update of the charters and a requirement for their endorsement by the legislative bodies. The updated charters should be submitted for endorsement by the legislative bodies by the end of 2021.	Accepted	Not started	<p>No internal oversight unit at UNWTO.</p> <p>The internal oversight Charter was approved by the Executive Council in 2010 (decision 5(LXXXVIII).</p> <p>A Memorandum of Understanding with the UN Office of Internal Oversight Services (OIOS) on the provision of audit services was signed in December 2019.</p>	<p>Internal Oversight Charter to be updated.</p> <p>Agreement with OIOS Investigation is being negotiated.</p>	Ethics Officer (EO), OFSG HR
2	The executive heads of United Nations system organizations who have not yet done so should ensure that the heads of internal oversight offices periodically review and, where necessary, update their investigation policies and guidance on the basis of new developments, the jurisdiction of the administrative tribunals, lessons learned and good practices. In doing so, due attention should be paid to	Under consideration	Not started		<p>As above.</p> <p>UNWTO has no investigation policy. The Ethics Officer is the only internal independent function, but the mandate does not cover the investigation</p>	EO, OFSG , HR

	ensure coherence with applicable provisions of other existing relevant rules, regulations and policies.				function.	
3	The legislative bodies of United Nations system organizations should request that organizations that have not yet done so consolidate by the end of 2022 all investigations and related activities (namely intake, preliminary assessment and the decision to open an investigation), irrespective of the type of misconduct, in the internal oversight office of each organization.	Accepted	In progress		Intake and preliminary assessment are partially covered by the Ethics Function until an agreement with an external OIOS body for investigation can be concluded.	EO, OFSG , HR
4	The legislative bodies of United Nations system organizations that have not yet done so should ensure by the end of 2021 that the heads of internal oversight offices/investigation functions are authorized to open investigations without the approval of the executive heads.	Under consideration	Not started		Pending agreement with external OIOS body for investigation.	EO, OFSG , HR
7	The legislative bodies of United Nations system organizations that have not yet done so should develop and adopt appropriate formal procedures for the investigation of complaints of misconduct by executive heads and adopt appropriate policies by the end of 2021.	Accepted	In progress	The Executive Council (decision 6(CIX)) authorized the EO to conduct an initial consideration of complaints on allegations of misconduct by the Secretary-General and to make recommendations on any further action as appropriate, and requested her to review the policy on whistle-blower (decision (CX)). The EO revised the policy on whistle-blowing to include the intake and preliminary assessment of allegations against the executive head. The proposed text is pending internal approval, but	Pending agreement with external OIOS body for investigation.	EO, OFSG , HR

				investigation procedures are not considered.		
9	The legislative bodies of United Nations system organizations that have not yet done so should request that the respective organizations' annual internal oversight activity reports contain information on both complaints and investigations, including details on the number, type and nature of the complaints and investigations and trends in this regard.	Accepted	In progress	Information about complaints and investigations is provisionally included in the annual report of the Ethics Officer.	Pending agreement with external OIOS body for investigation.	EO, OFSG , HR
10	The legislative bodies of United Nations system organizations should review the adequacy of resources and staffing of the investigation function, taking into consideration the recommendations of the respective audit and oversight committees, where available.	Under consideration	Not started		No internal investigation function at UNWTO, pending agreement with external OIOS body for investigation.	OFSG, EO, HR

Annex II: Monitoring of the implementation of JIU reports issued until end 2019

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

N°	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	Implemented	UNWTO has complied with this recommendation in a recent case (December 2019)		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	Implemented	The agreement refers to the handling of allegations of misconduct by staff who have moved to another organization under the terms of said agreement; further handling is appropriately specified in the Staff Regulations and Rules.		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	Accepted	Not started			HR

	business case for inter-agency mobility by setting out what it should accomplish for the organizations as well as how it contributes to human 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	In progress	UNWTO is part of the appropriate recruitment, outreach and workforce planning working group, and is currently discussing the possibility of implementing common rosters and shared recruitment profiles.		HR
9	The Secretary-General and other executive heads who are members of	Under consideration	Not started			HR

	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 Economic and Social Council at its 2022 session in the context of the annual report of the Secretary-General on the work of CEB.					
--	---	--	--	--	--	--

JIU/REP/2019/5: Managing cloud computing services in the United Nations system

N°	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	Under consideration	Not started			ICT

	expenditures and capital investments related to new technologies.					
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 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.	Accepted	Not started			ICT

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, OFSG
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 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.	Accepted	Not started			HR
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, DAFN, 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	<p>The assessment is carried out on an annual basis, within the limited resources of UNWTO. The last report to the UN-SWAP includes already various improvements in the indicators.</p> <p>The organization recently undertook a peer review for its 2019 reporting with another UN agency to further improve on the indicators.</p>		HR, ECSR, IRP
2	Before the end of 2020, the members of the United Nations System Chief 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.	Accepted	Not started			HR, ECSR, IRP
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	Under consideration	Not started			HR, ECSR, IRP

	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.					
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

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

N°	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 2021. These would replace the existing Publications Committee Guidelines	Operational Departments
2	The Executive Heads of United Nations system organizations should establish, in the set-up of their programme budgets and finance (cost	Under consideration	In progress	UNWTO Financial Management Information Systems (FMIS) include outputs and activities. Data	IO to include outputs and activities variables per projects.	Operational Departments, BDFN

	accounting) systems, a means to report on the cost of research activities by the end of 2020.			can be encoded by output and activity		
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	in progress	Every two years, UNWTO conduct a priority survey among members in order to prepare upcoming programme of work. This serves as a basis for research agenda.		Operational Departments
9	The governing bodies of the United Nations system organizations should take measures to ensure that commitments to inter-agency collaboration, including through the establishment of a global data knowledge platform and the facilitation of academic exchanges, as stipulated in the Global Compact for Safe, Orderly and Regular Migration, are implemented by the end of 2020.	Accepted	In progress	UNWTO provides access to all UN organizations to the e-library upon request.		TMIC, STTC, SDT, AMD, IRP

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.	A draft UNWTO policy on disability inclusion should be prepared in 2021 and discussed internally with all key departments. It should include a chapter on meetings & conferences.	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 proposed	Preliminary list of requirements to be further discussed. Accessibility criteria to be included in agreements and submitted to the UNWTO Executive Council for its formal adoption.	ECSR, COSE
3	The executive heads of United Nations system organizations that have not yet done so should appoint, by December 2021, a focal point on accessibility within their organization under terms of reference that clearly define the focal point's role and responsibilities as regards enhancing the accessibility of conferences and meetings for persons with disabilities.	Accepted	Not started	Focal point on accessibility has been appointed in 2021. The Head of the Department of Ethics, Culture and Social Responsibility has been entrusted with that role.	ToRs yet to be defined, in collaboration with other UN bodies that already have the officer in charge.	ECSR
4	The executive heads of United Nations system organizations should	Accepted	In progress		This action will be developed in	ECSR, COSE

	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.				conjunction with the inclusion of the accessibility checklist in hosting agreements as guidelines may be similar.	
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
6	The executive heads of United Nations system organizations should, by December 2021, provide the option for remote participation in all meetings and conferences that they organize, with no prejudice to the efforts to make attendance at meetings and conferences accessible to persons with disabilities.	Accepted	Not started			COSE, ICT, ECSR

7	The executive heads of United 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 (moving date tbc) in cooperation with the Government of Spain and relevant DPO partners. International ISO standards should be observed. However, UNWTO does neither own its current premises nor the future ones, which always belong to the host Government.	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	Accepted	Not started		UNWTO to implement the training in 2021 in cooperation with relevant DPO and UN System partners. Training courses on understanding	ECSR, HR

	directly or indirectly in the servicing of conferences and meetings, including, but not limited to, staff in conference management, facilities and services management, human resources management, and procurement, legal, ICT, medical, public information and safety and security services.				accessibility, living with a disability, and working side-by-side colleagues with specific access requirements, will be delivered by a DPO training specialist in 2021. UNWTO has suggested the inclusion of meetings-related subjects.	
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
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
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, pending final approval of the policy update.		Ethics Officer
4	By 2020, the legislative bodies of the United Nations system organizations should request executive heads to	Accepted	In progress	Since its establishment in May 2018, the in-house Ethics Function is the only	The degree of independence of the Ethics Function still	Ethics Officer

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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.			independent internal function at UNWTO. It reports to the governing bodies on an annual basis.	needs be to clearly defined.	
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 and subject to the establishment of an investigation policy. The communication tool will include information on the modalities to report misconduct/wrongdoing.	Communication tool to be developed f.	Ethics Officer
6	Executive heads of United Nations system organizations should develop by 2020 standard operating procedures for proactively protecting those who report misconduct/ wrongdoing from retaliation, which should include undertaking relevant risk assessments and clearly identifying available support mechanisms and resources.	Accepted	Not started		Under consideration.	Ethics Officer
7	Executive heads of United Nations system organizations should develop standard operating procedures by 2020 for handling retaliation cases, with	Accepted	In progress		Consult with UN Ethics system. No internal investigation function	Ethics Officer

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	specific checklists and protocols for investigation, support services and communication.				in place at UNWTO. External investigation options to be arranged.	
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
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

Nº	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	Accepted	Implemented	The internship conditions are consistently reviewed in line with UN policies		HR

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	Nations system, taking into account the benchmarking framework for good practices in internship programmes.					
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 establishment of ad hoc multi-donor trust funds to pledge voluntary contributions to support internship schemes and request executive heads to present for their consideration proposals for other suitable innovative mechanisms to receive voluntary contributions, with no strings attached regarding selection criteria.	Under consideration	Not started			HR, DAFN, IRP
7	Executive heads of the organizations of the United Nations system should establish a collaboration mechanism between the public information services of the organizations and the permanent representatives of Member States to facilitate outreach to their capitals on a worldwide basis so as to attract young	Under consideration	Not started			HR

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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.					

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 2019.	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, HR
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
4	Executive heads of the United Nations system organizations, who have not yet done so, in consultation with the Legal	Accepted	In progress	Review of contractual agreements with staff and non-staff to include adequate legal	To be coordinated with UN legal network	LGCO, HR, Ethics officer

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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.			clauses regarding periods of restriction for engaging in post-employment activities within the Legal Network of the United Nations.		
5	Executive heads of the United Nations system organizations, who have not yet done so, should take the necessary steps, no later than the end of December 2019, to: (a) ensure that all staff members, irrespective of their level and grade, successfully complete the initial and periodic mandatory ethics training course and obtain the respective certification; (b) link certification of the required ethics training course to the annual staff performance appraisal cycle; (c) include ethics training in the induction training of non-staff, including refresher courses after service intervals, as appropriate.	Accepted	In progress	<p>a) All UNWTO personnel took the “Ethics and integrity at the UN” training during the first semester of 2019.</p> <p>c) Ethics training is now included in the induction training of both staff and non-staff.</p>	b) Link to the annual appraisal in the new performance management system	HR, Ethics officer
6	The governing bodies of the United Nations system organizations should, in exercising their oversight role on the accountability framework of their respective organizations, regularly monitor conflict of interest issues, including updates to relevant policies, administrative instruments and mechanisms.	Accepted	Not started			DAFN, OFSG

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

N°	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	In progress	<p>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.</p> <p>Following the UNWTO Executive Council Decision 4(CXII), adopted at its 112th Session (Georgia, 15-17 September 2020), UNWTO has established a Working Group in charge of the elaboration of an updated and modernized legal framework for the UNWTO Affiliate Members.</p> <p>Development and sharing of knowledge and tools in partnerships with the Private Sector has been enhanced in 2020 / 2021 with the impact of the pandemic on tourism (examples include UNWTO/Google training to on data and insights and the UNWTO – IATA Destination Tracker providing information on travel restrictions</p>	UNWTO is undergoing a process to reform the Affiliate Membership Legal Framework that will allow for better public-private cooperation between Member States and Affiliate Members. The reform seeks to establish better admission procedures, including a due diligence process and better involvement of the Member States during the application process. The Legal Reform will be submitted to the approval by the UNWTO General Assembly in October 2021, in Marrakesh / Morocco.	AM, IRP, TMIC

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				worldwide)		
6	All heads of the United Nations system organizations, assisted by the United Nations Global Compact, should jointly create a common database on the profiles and performance of the businesses that are involved, or potentially interested, in partnerships with the United Nations, based on the information voluntarily submitted by the participating organizations.	Accepted	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 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		AM, ECSR, IRP
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, IRP

JIU/REP/2017/7: Review of donor reporting requirements across 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 governing bodies of the United Nations system organizations should encourage the Secretary-General and executive heads of other organizations, in the framework of the United Nations System Chief Executives Board for Coordination, to develop a common position and pursue a high-level strategic dialogue with donors, in order to address the challenges posed by the current funding models and practices and the impact of strict earmarking of voluntary contributions and reporting to donors.	Accepted	In progress	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
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	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, BDFN
4	The executive heads of the United Nations system organizations that have not yet done so should regularly update	Accepted	Not started	Relevant guidance on donor reporting and measures for professional skills		HR, BDFN, TECO,IRP

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	guidance on donor reporting and put in place measures for the professional skills development and training needed to improve reporting to donors, for personnel at headquarters and in the field.			development and training for improved reporting to donors 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	Note: As per UNWTO Financial Rules and Regulations (FRR) , direct costs related to the implementation of a project are to be charged to the corresponding voluntary contribution project.	Relevant discussions with donors on this aspect to take place accordingly. To consider including in donors agreements	IRP, TECO, 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. Changes to be considered once UNWTO re-joins the UNSDG	IRP BDFN
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, 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	TRAVEL

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
					objectives.	
5	The executive heads of United Nations system organizations should schedule periodic monitoring and assessment to ensure conformity with their own air travel policies, conduct periodic risk assessments and identify measures for further efficiency gains by their next budgetary cycle.	Accepted	In progress	Annually, back to office reports are analyzed and lessons learnt extracted to identify issues for further improvement. After the implementation of the new UNWTO Travel 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.	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
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	Evaluate costs of OBT	TRAVEL

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				constantly looks into new possibilities and evaluate the options, but so far it was not cost-effective.		

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.	Build capacity to unlock aid at country and global level with Member states	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	Accepted	In progress	UNWTO has a relevant department managing the information provided to donors, namely the Institutional Relations and Partnerships Department.	Access to Aid is bound and challenged by UNWTO current rules and regulations and requires a reform for aligning better with donors requirements.	OFSG, IRP

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	recommendations by the responsible organizational units.					
4	The executive heads of the United Nations system organizations should engage with donors to determine the key elements in their assessments and should encourage their audit and evaluation bodies, with due regard for their independence, to consider taking these elements into account in their risk assessments and work plans, in order to avoid potential duplication and overlap.	Accepted	Not started	Senior Management of UNWTO committed to engage in such discussions with donors on these key elements for avoiding duplication and overlap.	Improved coordination once UNWTO will be part of UNSDG. Consider conducting assessments, risk assessment and work plans, including creation of audit/evaluation bodies with independent and impartial roles.	DAFN, IRP, OFSG
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	In progress	UNWTO has signed an agreement with OIOS in December 2019 for the provision of internal audit services		DAFN, 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	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	IRP, DAFN

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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.				matter at HLCCM and HLCP	

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 (HLCCM and HLCP)	OFSG, DAFN

JIU/REP/2016/10: Knowledge Management 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 executive heads of the United Nations system organizations, if they have not already done so, should develop knowledge management strategies and policies aligned with the mandate, goals and objectives of their respective organizations, by the end of 2018. Such strategies should be based on an assessment of current and future knowledge management needs and include measures for implementation.	Accepted	In progress	The development and implementation of a system for both data and research management is being considered The UNWTO e-library is currently the repository of all UNWTO data and reports.		OFSG, TMIC, DAFN, COMM, ICT
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

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 that have not yet done so should, by no later than January 2018,	Accepted	In progress	Safety and Security is not explicitly addressed in performance assessments of managers	Consider inclusion of safety and security assessment at managerial levels	HR, SECU

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	incorporate safety and security compliance indicators in the performance assessments at every management level, including senior management.					

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	The governing bodies of the United Nations system and of the multilateral environment agreements, taking into account the findings of the comprehensive review, should give precise system-wide coordinated guidance to the organizations so as to ensure that the priorities of the SAMOA Pathway are mainstreamed in the strategic plans, within the realm of the organizations' mandates, and should encourage all stakeholders to make sufficient and predictable resources available for the effective and accelerated implementation of the Pathway.	Accepted	In progress	<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>In addition:</p> <ul style="list-style-type: none"> - Dashboards "International Tourism and COVID-19" and "Global and Regional Tourism Performance" (the only that have a partial country grouping filter) - UNWTO Briefing Note – Tourism and COVID-19, Issue 2: "Tourism in SIDS: the challenge of sustaining livelihoods in times of COVID-19" - UN Secretary-General Policy Brief: COVID-19 and Transforming Tourism" (August 	Consider further actions in UNWTO's POW, as SIDS have been very impacted by the crisis	SDT, RDs, IRP, TMIC

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				<p>2020), led by UNWTO gives special attention to SIDS in different moment</p> <p>The UNWTO report on transport-related CO2 Emissions from the tourism sector was launched on 3/12/2019.</p>		
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>	<p>Consider appropriate actions in UNWTO's POW, as SIDS have been very impacted by the crisis</p>	SDT, RDs, IRP, TMIC
3	<p>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</p>	Accepted	In progress	<p>The UNWTO is following developments on SIDS and tourism</p>	<p>Consider appropriate actions in UNWTO's POW, as SIDS have been very impacted by the crisis</p>	SDT, RDs, IRP, TMIC

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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.					
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, as SIDS have been very impacted by the crisis	SDT, RDs, IRP, TMIC
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	Accepted	In progress	The UNWTO is following developments on SIDS and tourism	Consider appropriate actions in UNWTO's POW, as SIDS have been very impacted by the crisis	IRP, SDT

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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.					
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, as SIDS have been very impacted by the crisis	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 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	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.
	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, OFSG, EO
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	Accepted	Not started		Include in next internal audit to be conducted.	DAFN, OFSG, EO

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

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	statements of internal controls, the executive heads of the United Nations system organizations should ensure that the statements address the adequacy of organization-wide anti-fraud controls, in accordance with good practices and applicable international standards. In the absence of a formal statement of internal controls, executive heads should certify in their annual reports to legislative and governing bodies that their organization has in place proportionate anti-fraud controls based on fraud risk assessments, and that appropriate fraud prevention, detection, response and data collection procedures and processes exist.			<p>Framework against Fraud and Corruption.</p> <p>UNWTO secretariat applies a zero tolerance policy against Fraud and Corruption.</p>	Governing Bodies	OFSG, EO
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,	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, OFSG, EO

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	suppliers, and implementing partners.					
10.	The executive heads of the United Nations system organizations should present to their legislative and governing bodies on an annual basis a consolidated and comprehensive management report 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.	Accepted	Not started			DAFN, OFSG, EO
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, OFSG, EO

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	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.	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.</p>	Pending approval of a long term UN-system-wide climate change strategy. Issue to be taken into account by UNWTO	SDT
2	The governing bodies of the United Nations system organizations should support and endorse the participation of their respective organizations involved in cross-cutting areas directly or indirectly related to climate change in a system-wide United Nations strategy to combat climate change, in a manner consistent with the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework	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</p>	Pending approval of a long term UN-system-wide climate change strategy. Issue to be taken into account by UNWTO	SDT

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	Convention on Climate Change (COP21).			resource efficiency and low-carbon practices in the tourism sector. UNWTO is a climate-neutral 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	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,	Assess the involvement of UNWTO in the initiative under the CEB as it progresses	SDT, IRP, OFSG

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	funding, so as to ensure the most cost-efficient and effective delivery of activities to tackle climate change.			which seeks to reduce the impact of climate change by enabling society to be a part of the solution, through education, training and public awareness and also to Article 12 of the Paris Agreement during COP23 on the same issue.		

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	Accepted	In progress		To assess the benchmarks and their applicability to the UNWTO. To be incorporated in the	COMM

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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.				communication strategy	
5	The executive heads of the United Nations system organizations that have not yet done so should develop an effective social media strategy that is based on updated guidelines and is properly aligned with the other respective policies and frameworks/strategies for public information and communications.	Accepted	In progress	<ul style="list-style-type: none"> • Social media guidelines for contributions by personnel while on mission/external events are being developed and a first one has been disseminated. • 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. 	To assess the benchmarks and their applicability to the UNWTO. To be incorporated in the communication strategy	COMM

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.
	The executive heads of the United	Accepted	In progress	Training on procurement has been	Provide training on	LGCO, HR

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
5	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.			delivered to all personnel including summary introduction to contract management.	contract management.	
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,	Accepted	In progress	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		LGCO, DAFN

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	together with the outcome of the mentioned JIU investigation on the subject			<p>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 proceedings, it remains inactive and has ceased all its operations. Discussions for a host country agreement for the Regional Support Office for Asia and the Pacific (RSOAP) in Nara, Japan, resumed in late 2020 following the notification that Japan undertakes to apply the provisions of the 1947 Convention of the Privileges and Immunities of the Specialized Agencies and its Annex XVIII to UNWTO, in accordance with resolution 656(XXI).</p>		
	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	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	DAFN, OFSG

N°	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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).				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	
	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	6 of the 13 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	Implemented	As of 25 January 2021, the amendment to Article 38 of the Statutes introducing the Chinese language as an official language of the Organization entered into force. Since this date, the Organization has six official languages		OFSG, LGCO