

Agenda item 5

**Report on the status on the legal and operational framework for the establishment of UNWTO Regional and Thematic Offices**

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**Executive summary**

The 116th session of the UNWTO Executive Council (Jeddah, Saudi Arabia, 7 June 2022) examined the report on the legal and operational framework for the establishment of the UNWTO Regional Offices presented by the Organization's Secretariat and took note of all the improvements since the 24th session of the General Assembly. The Council requested the Secretariat to prepare a revised version of the document for the Regional and Thematic Offices.

The report presents a table of the legal and operational framework for the Regional and Thematic Offices, as adopted by the 24th session of the General Assembly through resolution 740(XXIV), with a detailed categorization of requirements and parameters explicitly featuring all the necessary aspects.

The Secretariat kindly requests Members of the Executive Council to provide any comments or proposals for amendment to the Secretariat by 11 November 2022.

## **DRAFT DECISION<sup>1</sup>**

### **Agenda item 5**

Report on the status on the legal and operational framework  
for the establishment of UNWTO Regional and Thematic Offices  
(document CE/117/5)

*The Executive Council,*

*Recalling* that the legal and operational framework for Regional/Thematic Offices was adopted by the 24th session of the General Assembly through resolution 740(XXIV),

*Having broadly discussed* the report on the status of the legal and operational framework for the establishment of UNWTO Regional and Thematic Offices at its 116th and 117th sessions,

1. *Takes note* of the substantial improvement of the document since the 116th session of the Executive Council and thanks the Secretariat for all the progress and clarifications made;
2. *Emphasizes* that the revised version of the document categorizes the legal, operational, financial, political and human resources aspects required for the establishment of the Regional and Thematic Offices as adopted by the General Assembly through resolution 740(XXIV) in a comprehensive and well-structured way;
3. *Proposes* that unlike Thematic Offices which may operate on a global level (while being fully managed and administered by UNWTO Secretariat Headquarters), Regional Offices may undertake their actions only on regional and sub-regional levels; and
4. *Requests* the Secretary-General:
  - (a) To ensure a further consultative process by including the subject for discussion in the agendas of the six UNWTO Commission meetings to be held in 2023 (with all the feedback received), and
  - (b) To submit the amended version of the document to the 118th session of the UNWTO Executive Council to be held in 2023 in Dominican Republic.

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

## I. Background

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1. The legal and operational framework for the selection and establishment of Regional/Thematic Offices of the World Tourism Organization was adopted by the General Assembly through [resolution 740 \(XXIV\)](#). Pursuant to the request of the General Assembly, the Secretariat submitted an improved legal and operational framework for Regional/Thematic Offices to the Executive Council at its [116th session](#), addressing the indications provided by the Assembly.
2. The complete information on the operational framework governing Regional and Thematic Offices of the World Tourism Organization as adopted by the General Assembly is given in the document on [agenda item 4\(b\) "Legal and operational framework for the establishment of UNWTO Regional Offices"](#) of the 116th session of the UNWTO Executive Council.
3. In addition to it, the present document features all the points addressed by members of the Executive Council at its 116th session in Jeddah, Saudi Arabia, on 7 June 2022. The comments and remarks were expressed by Argentina, Brazil, China, France, Italy, Japan, Kenya, Morocco, the Republic of Korea, Saudi Arabia, Senegal, South Africa, Spain, and Zambia.
4. While acknowledging all the progress made, the Member States expressed their remarks on the importance of further consulting with the Organization's membership so that views and proposals of all and interested Member States are included.
5. The concerns raised were mainly related to the financial and budgeting mechanism of the offices, their structure and governance, as well as the privileges and immunities and the detailed requirements for selecting and establishing the offices.
6. A particular point was raised on making precise differentiation between regional and thematic offices, their tasks, operations and governance, and scope by geographical coverage.
7. A letter was received from the Ministry of Tourism and Wildlife of Kenya proposing four points:
  - (a) The Secretariat to develop a standard template outlining the requirements and conditions for hosting the office;
  - (b) The importance of internal approval and coordination with the Ministries of Finance and Foreign Affairs prior to submitting applications;
  - (c) Establishment of the timeline of operationalization of the Offices; and
  - (d) Further engagement of UNWTO Members for their input.

## II. Core characteristics of the UNWTO Regional and Thematic Offices

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8. While a Regional Office shall ensure to effectively conduct relationship with the Organization's Members in a decentralized way based on their needs and priorities as well as ensure strong coordination with international and regional organizations, donor institutions and the private sector, a Thematic Office shall purely be focused on knowledge creation and dissemination in an extensive way, so that the Organization's Members benefit from sound recommendations, guidelines, proposed strategies and business models aiming at sustainable and competitive growth of the tourism sector globally, regionally and nationally.
9. Given the global crisis – ongoing pandemic, climate emergency and political unrest – Regional and Thematic Offices alike shall undertake activities to foster the sector's resilience and steady recovery. Regional and Thematic Offices are an integral part of the UNWTO Secretariat, their Programme of Work (PoW) is part of the overall PoW approved by the General Assembly, and they are managed and administered from UNWTO Headquarters. It is only their operations which are executed from another location. Annex I provides a clear overview of all legal, administrative, and operational aspects of Regional and Thematic Offices.
10. Key differences between Regional and Thematic Offices are:

- (a) Unlike Thematic Offices which may operate on a global level (while being fully managed and administered by UNWTO Secretariat Headquarters), Regional Offices may undertake their actions only on regional and sub-regional levels;
- (b) Thematic Offices are purely focused on explicit knowledge creation and dissemination in an extensive way while Regional Offices provide technical expertise in a more generic context; and
- (c) Unlike Thematic Offices which conduct targeted research-proven and research-based activities, Regional Offices contain a political component and assist the Organization's Headquarters in ensuring advocacy and outreach by strengthening cooperation with the UN system and other organizations in the respective regions, activating relationships with the donor institutions, partnering with the private sector stakeholders, and attracting new Members, both Full and Affiliate. However, a Regional Office might, as well, host a Thematic Office for the benefit of better serving the needs of Member States.

### III. Implementation of the legal and operational framework governing UNWTO Regional and Thematic Offices<sup>2</sup>

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- 11. In the course of the implementation of the Framework governing UNWTO Offices adopted by General Assembly resolution 740(XXIV), the Secretariat has received concerns from Member States primarily in relation to the legal status of the Offices and to the status of Office personnel holding the nationality of or residence in the host State. These concerns have been made particularly within the context of the drafting process of the host country agreements with Member States pursuant to the Executive Council [decision 5\(CXV\)](#).
- 12. The Secretariat is making an effort to accommodate so far as possible into the draft host country agreements all the concerns raised by each of the Member States, while consulting the UN Office of Legal Affairs to ensure adherence with the practice of the UN and its Specialized Agencies on the matter. However, some of the requests received do not reconcile with the Framework and/or infringe mandatory requirements adopted by the General Assembly to align with the practice of the United Nations, from which the Secretariat cannot deviate.
- 13. The Secretariat wishes to provide further context and rationale to the Framework governing UNWTO Offices under sections "Status of Regional Offices"<sup>3</sup> and "Status of Office personnel"<sup>4</sup>.

#### Status of Regional/Thematic Offices

- 14. Insofar as a Regional/Thematic Office is an **integral part of the Secretariat**, the host State concerned "must undertake to apply to the Organization at minimum the provisions of the Convention on the Privileges and Immunities of the Specialized Agencies, adopted by the General Assembly of the United Nations on 21 November 1947, and its Annex XVIII, without prejudice to granting additional privileges and immunities for the correct functioning of the Office and to align with those afforded to other offices of the UN in the country or to those enjoyed by the Organization at the Headquarters" (paragraph 21).
- 15. Article 32 of the Organization's Statutes provides the general basis for UNWTO and its personnel to be accorded the necessary privileges and immunities for the fulfilment of its mandate by stating that "[t]he Organization shall enjoy in the territory of its member States the privileges and immunities required for the exercise of its functions (...) [which] may be defined by agreements concluded by the Organization". One of the instruments available for Member States to give effect to Article 32 of the Statutes is precisely the **Convention on the Privileges and Immunities of the Specialized Agencies**, adopted by the UNWTO General Assembly through resolution 489(XVI) in 2005, and its **Annex XVIII**, relating to UNWTO, adopted in 2008<sup>5</sup>.
- 16. The Specialized Agencies Convention provides a minimum coherent and transparent legal framework for the Specialized Agencies that replicates the legal regime for the United Nations

<sup>2</sup> Bibliographical reference: REINISCH, A. *The Conventions on the Privileges and Immunities of the United Nations and its Specialized Agencies*, Oxford University Press, 2016.

<sup>3</sup> Paragraphs 11-14, [A/24/10 rev.1](#)

<sup>4</sup> Paragraphs 23-26, [A/24/10 rev.1](#)

<sup>5</sup> According to document [A/24/5\(a\)](#) (Annex VII, pages 108-109), by the time of the last session of the Assembly only 20 member States had explicitly notified to the Secretary-General of the United Nations the application of the provisions of the Convention and its Annex XVIII to UNWTO.

under the Convention on the Privileges and Immunities of the United Nations, approved by the General Assembly of the United Nations on 13 February 1946. Thus, the privileges and immunities granted *inter alia* to UNWTO, its property, funds and assets, and its officials and experts, parallels those accorded to the United Nations, including to officials and experts on mission of the United Nations, under the UN Convention. Consequently, where States are party to one or both of these Conventions no disparities should arise in the status granted to the United Nations and to the Specialized Agencies (e.g., exemption from taxation when making important purchases intended for official use) and to officials and experts.

17. This rationale was incorporated by the General Assembly to the Framework in connection with the **general principle** that the Organization enjoys “treatment in respect of its privileges, immunities, exemptions and facilities not less favourable than that accorded by the host State to the United Nations and other specialized agencies” (paragraph 14). However, the Secretariat regrets to inform that Member States do not always meet this benchmark, resulting in unnecessarily complicated conversations over the implementation of the Framework.

### Status of Office personnel

18. According to the Framework (paragraphs 23 and 24), Officials and Experts, irrespective of their nationality or residence, shall enjoy the privileges and immunities provided for in the Specialized Agencies Convention (Article VI) and its Annex XVIII (paragraph 3), respectively; and other individuals, **irrespective of their nationality or residence**, engaged by the Organization to perform services (service contract holders, officials on loan, etc.) should be considered as Officials or Experts and, in any case, be entitled “at a minimum” to the privileges and immunities provided for under sections 19 and 20, Article VI, of the Specialized Agencies Convention.
19. Despite the above, the Secretariat has received different proposals to introduce restrictions in connection with the granting of privileges and immunities to officials, experts and other members of UNWTO personnel serving in duty stations located in countries of which they are nationals or residents, with some proposed restrictions going so far that not even functional immunity would be accorded to them.
20. At the outset, the legal framework applicable to UNWTO as a Specialized Agency of the United Nations differs from that applicable to foreign missions accredited to States. Officials and other members of United Nations and UNWTO personnel are not appointed and accredited to Member States in the same way that is analogous to the bilateral relations between States, which is based on the principle of reciprocity.
21. Consequently, limitations to the immunity of national staff under the Vienna Convention on Diplomatic Relations, done at Vienna on 18 April 1961, do not apply to staff members of the United Nations nor of UNWTO. Instead, when considering the status of UN and UNWTO personnel who are nationals of the host State, reference must be made to the provisions of the UN Convention or to the Specialized Agencies Convention, respectively, and not to bilateral practice under the 1961 Convention<sup>6</sup>.
22. In this regard, the Legal Counsel of the United Nations has invariably recognized that the definition of the term “officials of the United Nations” under section 17, Article V, of the UN Convention establishes no distinction as to nationality or residence, there being no difference between internationally-recruited staff and nationally-recruited staff. Therefore, all members of the staff of the United Nations, irrespective of their nationality, residence, place of recruitment or rank, are officials of the United Nations and enjoy the same privileges and immunities provided for in the UN Convention; with the only exception of staff recruited locally and assigned to hourly rates as provided in UNGA resolution 76(I). Accordingly, locally-recruited staff members must be afforded the privileges and immunities under the UN Convention unless they are assigned to hourly rates<sup>7</sup>.
23. It is the consistent position of UN System Organizations that these arguments are equally applicable to officials of the Specialized Agencies insofar as section 18, Article VI, of the Specialized Agencies Convention is identical, *mutatis mutandis*, to section 17, Article V, of the UN Convention<sup>8</sup>. Therefore, except as otherwise provided in the Specialized Agencies

<sup>6</sup> See United Nations Juridical Yearbook (UNJY) 2013, at 370, and UNJY 2015, at 304.

<sup>7</sup> *Ibid.*

<sup>8</sup> See UNJY 1975, at 185.

Convention, all officials and experts of UNWTO enjoy the privileges and immunities provided for therein irrespective of their nationality or residence.

24. Consequently, members of UNWTO personnel serving in duty stations located in countries of which they are nationals or residents possess privileges and immunities on equal basis with non-national members of personnel. This ensures equality of treatment among UNWTO personnel regardless of where they are stationed. In doing so, they are not disadvantaged or subject to discriminatory treatment simply because they are serving in the territory of the State of which they are nationals or residents. From an operational perspective, the freedom of the UN and UNWTO to assign personnel everywhere, even to duty stations in their country of nationality or residence, supports the independence of these organizations.
25. The Secretariat invites Member States who have not yet done so to explicitly notify the Secretary-General of the United Nations, in his capacity of depositary of the Specialized Agencies Convention, of any declarations and/or reservations in connection with its provisions so that they become effective vis-à-vis all Specialized Agencies, including UNWTO.
26. Specific reference should be made to any restrictions in the granting of immunity from legal process for words spoken or written and all acts performed in official capacity, also known as functional immunity. This is the most fundamental and important immunity not only to officials of the United Nations and of the Specialized Agencies but also to other individuals engaged by them as non-officials to perform missions and services. It is a corollary to the immunity from legal process of the United Nations and the Specialized Agencies and is perceived as a condition *sine qua non* for the effectiveness of their activities. It secures their independence and that of their personnel from regulation under national law and relieves them from exposure to litigation in national courts and tribunals in the territory of their member States, each of them with different criminal and civil laws and procedures.
27. The Secretariat notes that in the absence of immunity, individuals employed by UNWTO could find themselves vulnerable to criminal prosecution and civil suits in local courts everywhere as the Secretary-General would be deprived of his prerogative to determine whether the acts concerned were related to the individual's functions and, thus, constituted (or not) an "official" act. Consequently, the margin of defence by the Secretariat would be greatly, if not completely, undermined with respect of these individuals even if they were performing functions on the basis of instructions from the Secretary-General or his duly authorized representative. Indeed, the Secretariat deems irrelevant to consider the nationality or residence of individuals in this context since, when acting in their official capacity, all members of UNWTO personnel are in effect acting on behalf of the Organization.
28. Lastly, it is recalled that the privileges and immunities enjoyed by UNWTO personnel by virtue of the Statutes, the Specialized Agencies Convention (and its Annex XVIII) and/or bilateral agreements with Member States, are conferred in the interests of the Organization and not for the personal benefit of the individuals themselves. This is established in the Specialized Agencies Convention and it was also explicitly incorporated by the General Assembly into the Framework (paragraphs 33 and 34) adding that "[t]he Secretary-General shall have the right and the duty to waive the immunity of any member of personnel if it would impede the course of justice and it can be waived without prejudice to the interests of UNWTO" and recalling the duty of the Organization to cooperate with Member States "to facilitate the proper administration of justice, assure the observance of police regulations and prevent any abuse in connection with the privileges, immunities, exemptions and facilities granted to the Organization and its personnel".
29. Moreover, under the Staff Regulations and Rules and applicable administrative instructions, all UNWTO personnel are required to comply with local laws and regulations and to fulfil their personal private obligations. Failure to comply with these obligations may lead to instituting disciplinary measures which may result in the member of personnel being separated from service.
30. As indicated above, the Secretariat is accommodating so far as possible all the proposals from the Member States including those on the status of the Office and its personnel insofar as they are in line with the practice of the United Nations and its Specialized Agencies on the matter. In the case of Brazil, for example, adjustments are being made into the draft host country agreement to incorporate the benchmark generally applied by Brazil to other UN System Organizations located in the country on the exemption from indirect taxes for the Office and the privileges and immunities granted to non-officials who hold Brazilian nationality or are permanent residents in Brazil.

31. The Secretariat recalls that the General Assembly established through resolution 740(XXIV) the general principle that UNWTO enjoys treatment in respect of its Privileges and Immunities not less favourable than that accorded by the State to the UN and other Specialized Agencies.
32. The Secretariat will continue reporting to the Council on the progress made on the drafting and negotiation process of the host country agreements for Regional Offices pursuant to General Assembly resolution 740(XXIV).

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Annex I: Conditions applying to UNWTO Offices pursuant to General Assembly resolutions 656(XXI)<sup>1</sup> and 740(XXIV)<sup>2</sup>

			Category 1 entities	
		Reference	Regional Office	Thematic Office
<b>I</b>				
<b>1</b>	<b>Establishment</b>			
	The State wishing to host the Office must submit a letter to the Secretary-General undertaking to comply with the required legal framework.	<a href="#">A/24/10</a> , par. 36	X	X
	The application to host the Office must be recommended by the corresponding regional commission for submission to the Executive Council.	Par. 37	X	X
	The establishment of the Office must be approved by the General Assembly upon endorsement by the Executive Council.	Pars. 38 and 39	X	X
<b>2</b>	<b>Legal personality and capacity</b>			
	UNWTO shall have legal personality and capacity in the host State.	Condition 2	X	X
<b>3</b>	<b>Legal status</b>			
	The Office is institutionally part of UNWTO and is established as an integral part of UNWTO.	Condition 1	X	X
<b>4</b>	<b>Responsibility</b>			
	UNWTO is legally responsible for the acts or omissions of the Office and bears any liabilities arising therefrom insofar as it is an integral part of the Organization.	-	X	X
<b>5</b>	<b>Governing law</b>			
	The Office shall be governed by UNWTO's rules and regulations exclusively.	Condition 3	X	X
<b>6</b>	<b>Governance</b>			
	The Office shall be under the authority of the Secretary-General or designated Senior Officer as it is an integral part of the Secretariat.	-	X	X
	The Office shall be managed and administered from the Headquarters of the Organization.	Par. 16	X	X
<b>7</b>	<b>Governing body</b>			
	The functioning and operations of the Office are reported to the General Assembly and the Executive Council insofar as it is an integral part of the Secretariat.	-	X	X
<b>8</b>	<b>Direction</b>			
	The Office shall be headed by a UNWTO employee appointed by the Secretary-General in accordance with UNWTO's rules and regulations.	Condition 7	X	X

<sup>1</sup> The Conditions applying to Category 1 entities are listed in Annex II, [A/21/8/\(I\)\(f\)](#).

<sup>2</sup> As indicated in document [A/24/10](#) (par. 2), insofar as an Office of UNWTO (Regional, Thematic, Technical...) is an integral part of the Organization it shall be considered as a **Category 1 entity** and, thus, must comply, at a minimum, with the conditions and criteria applying for Category 1 entities adopted by General Assembly resolution 656(XXI). In accordance with resolution 740(XXIV), the legal and operational framework for the selection and establishment applies to "Regional/Technical/Thematic Offices".



	The Director shall report to and be under the authority of the Secretary-General or designated Senior Officer.	Condition 7	X	X
	The Director of the Office shall enjoy the privileges, immunities, exemptions and facilities accorded by the host State to diplomatic agents.	<a href="#">A/24/10</a> , par. 25	X	X
<b>9</b>	<b>Personnel</b>			
	The selection, recruitment and contracts of the Office's personnel shall be subject to UNWTO's rules and regulations.	Condition 8	X	X
	The Office's personnel shall be under the authority of the Secretary-General or designated Senior Officer.		X	X
	All officials and experts of the Office, irrespective of nationality or residence, shall enjoy the privileges, immunities, exemptions and facilities provided in the 1947 Convention and its Annex XVIII.	Par. 23	X	X
	All Office personnel other than officials and experts, irrespective of nationality or residence, shall enjoy the privileges, immunities, exemptions and facilities provided for under sections 19 and 20 of the 1947 Convention.	Par. 24	X	X
<b>10</b>	<b>Privileges and immunities</b>			
	UNWTO shall be accorded the privileges, immunities, exemptions and facilities provided in the 1947 Convention and its Annex XVIII <sup>3</sup> .	Condition 6	X	X
	UNWTO shall enjoy treatment in respect of privileges, immunities, exemptions and facilities not less favourable than that accorded by the host State to the United Nations and other specialized agencies.	Par. 14	X	X
	UNWTO shall be exempt from all indirect taxes and duties when making important purchases intended for official use.	Par. 13	X	X
	Participants and persons performing functions in connection with conferences of UNWTO shall enjoy such privileges, immunities, exemptions and facilities as are necessary for the independent exercise of their functions.	Par. 31	X	X
<b>11</b>	<b>Financing</b>			
	The Office forms an integral part of UNWTO's budget and programme of work.	Condition 5	X	X
	The host State covers the establishment, organization and maintenance of the Office <sup>4</sup> .	Pars. 17 and 18	X	X
<b>12</b>	<b>Accountability</b>			
	The Office's accounts are part of UNWTO Financial Statements and exclusively audited by the UNWTO External Auditor.	Condition 4	X	X
<b>13</b>	<b>Security</b>			
	The premises of the Office and its personnel are secured in accordance with UNDSS security standards.	Condition 10	X	X
<b>14</b>	<b>Formal arrangement/s</b>			
	UNWTO and the host State must conclude a legally binding agreement that ensures the appropriate legal framework adopted by General Assembly resolution 740(XXIV) and contains, in particular, the conditions applying to Category 1 entities as adopted by General Assembly resolution 656(XXI).	Condition 2 Par. 10	X	X
<b>15</b>	<b>Evaluation</b>			

<sup>3</sup> Any reservations made by the State when acceding to the Convention on the Privileges and Immunities of the Specialized Agencies ("1947 Convention") shall be considered.

<sup>4</sup> The establishment and operation of the Office shall be funded exclusively with voluntary contributions provided by the Host Country.

	The activities and work carried out by the Office are subject to evaluations by UNWTO.	Condition 11	X	X
<b>16</b>	<b>Use of UNWTO's name and emblem</b>			
	The Office's name bears the name and emblem of UNWTO.	Condition 9	X	X
<b>17</b>	<b>Programme of work</b>			
	The Office carries out the mandate assigned by the General Assembly under the supervision of the Secretary-General.	Par. 15	X	X
<b>II</b>				
<b>1</b>	<b>Scope of the work</b>			
	<ul style="list-style-type: none"> <li>Carry out functions assigned to them by the General Assembly and the Secretary-General and implement UNWTO's activities in line with the Organization's mandate, vision and objectives, key priorities, and Programme of Work.</li> </ul>	<a href="#">CE/116/4(b)</a>	x	x
	<ul style="list-style-type: none"> <li>Undertake their actions only on regional and sub-regional levels.</li> <li>Ensure to effectively conduct relationship with the Organization's Members in a decentralized way based on their needs and priorities as well as ensure strong coordination with international and regional organizations, donor institutions and the private sector.</li> <li>Contain political component and assist the Organization's Headquarters in ensuring advocacy and outreach by strengthening cooperation with the UN system and other organizations in the respective regions, activating relationships with the donor institutions, partnering with the private sector stakeholders, and attracting new Members, both Full and Affiliate.</li> </ul>	<a href="#">CE/116/4(b)</a>	x	
	<ul style="list-style-type: none"> <li>Can undertake their actions on global, regional and sub-regional levels.</li> <li>Focus on knowledge creation and dissemination in an extensive way, so that the Organizations Members benefit from sound recommendations, guidelines, proposed strategies and business models aiming at sustainable and competitive growth of the tourism sector globally, regionally and nationally.</li> </ul>	<a href="#">CE/116/4(b)</a>		x
<b>2</b>	<b>Activities</b>			
	<ul style="list-style-type: none"> <li>Support Member States to develop national tourism intelligence systems to better plan and manage their tourism sector;</li> <li>Gather good practices on the sector's development;</li> <li>Provide training courses, capacity building programmes and workshops for the public and private sector stakeholders from Member States;</li> <li>Facilitate the organization of UNWTO conferences and fora on different areas, namely: sustainability, innovation, education, investments, statistics, etc., including the start-up competitions</li> </ul>	<a href="#">CE/116/4(b)</a>	x	x
	<ul style="list-style-type: none"> <li>Leverage the power and capacity of the UN system at large to support the socio-economic development of tourism by strengthening cooperation with the UN Resident Coordinators system (United Nations Sustainable Development Group – UNSDG) and UN country teams in the region;</li> <li>Shape strategic partnerships with the development and donor community to mobilize resources, including regional and international finance institutions; and</li> <li>Forge alliances with other development partners, civil society, the private sector, and educational institutions to support the adapted programme of work and activities identified by Member States; and assist the Secretariat in the process of attracting new Members, both Full and Affiliate, from the region to join the UNWTO.</li> </ul>	<a href="#">CE/116/4(b)</a>	x	
	<ul style="list-style-type: none"> <li>Carry out market research on programmatic priority areas as well as prepare thematic studies and guidelines;</li> </ul>	<a href="#">CE/116/4(b)</a>	x	x

	<ul style="list-style-type: none"> <li>Carry out activities and peer research resulting in sound knowledge creation and dissemination within its field competence and with the objective of delivering better services to the Organization's Members.</li> <li>Might be established on global, regional and sub-regional levels in the fields of sustainability, resilience, safety and security, education, research, culture, innovation, digitalization, investments, entrepreneurship, amongst others.</li> </ul>			
<b>3</b>	<b>Hierarchical structure</b>			
	Works as a full part of the UNWTO Secretariat, in close collaboration with the corresponding department(s).		<b>x</b>	<b>x</b>
<b>III</b>				
<b>1</b>	<b>Organizational design</b>			
	Workforce plan			
	Use of ICSC classification standards/UNWTO contractual mechanisms			
<b>2</b>	<b>Ethics/Standards of Conduct</b>			
	Standards of conduct in policies, rules and regulations			
	Regular trainings			
	Accountability framework			
<b>3</b>	<b>Diversity/gender</b>			
	Diversity policies for equal treatment of personnel			
	Regular monitoring of key workforce diversity metrics			
	Policies covering all forms of discrimination and harassment			
	Allocation of resources to enhance outreach and recruitment efforts to support diversity			
<b>4</b>	<b>Representation for staff and other personnel</b>			
	Mechanisms for appropriate representation of staff and other personnel			
<b>5</b>	<b>Administration of justice</b>			
	Effective and appropriate mechanisms for the administration of justice and to guarantee due process			
<b>6</b>	<b>Recruitment and selection</b>			
	Use of reliable and objective tools			
	Vacancy and retention rates			
	Onboarding programmes in place			
	Gender and geographical distribution policies in place			

<b>7</b>	<b>Performance management</b>			
	Workplans in place			
	Performance challenges are identified and addressed			
	Development/improvement plans in place			
<b>8</b>	<b>Learning and development</b>			
	Mobility/rotation is possible			
	Inter-agency mobility is in place			
	Cost of personnel movements/transfers			
	Learning and development policies			
	Career guidance			
<b>9</b>	<b>Health, well-being and duty of care</b>			
	Overall protection and physical and psychological well-being of personnel			
	Legal protection of personnel through privileges and immunities			
	UNWTO is an employer of choice promoting a healthy work-life balance			
	Satisfaction surveys			
<b>10</b>	<b>Compensation and benefits</b>			
	Allowances and incentives target organizational objectives			
	Compensation is readily available to stakeholders			
	Clearly defined compensation packages			
<b>11</b>	<b>Contractual arrangements</b>			
	Compliance with UNWTO contractual frameworks			
<b>12</b>	<b>HR information systems</b>			
	Comprehensive and integrated information systems and strategies			
	Up-to-date demographic and compensation-related information			