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**MANAGEMENT STRATEGY AND DESIGNATION OF  
THE MANAGEMENT TEAM OF THE SECRETARIAT**

**Note by the Secretary-General**

In this document, the Secretary-General a.i. outlines to the Members his vision on the management of the Secretariat for the period 2010-2013. This document is also being transmitted to the Executive Council.

## **MANAGEMENT STRATEGY AND DESIGNATION OF THE MANAGEMENT TEAM OF THE SECRETARIAT**

### **INTRODUCTION**

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1. The present document is based and follows on the *Statement of Intent and Management* presented by the Secretary-General a.i. and then candidate to the post of Secretary General at the 85<sup>th</sup> session of the Executive Council. It provides the vision of the Secretary-General a.i. for the management strategy and top-level structure of the UNWTO Secretariat.

2. To prepare this report, the Secretary-General a.i. further elaborated his ideas based on discussions held with Members at the last session of the Executive Council in Mali and afterwards. In addition, a wide brainstorming exercise within the UNWTO Secretariat was launched last summer to further engage the staff and enhance the sense of ownership to the reforms being proposed. The in-house exercise was structured around six Working Groups (WG) dealing with the following issues:

WG 1: Membership and improved engagement with Member States

WG 2: UN and international relations and funding potential

WG 3: Affiliate Members and PPPs<sup>1</sup>

WG 4: Internal governance and structure

WG 5: Communication strategy and new outlook

WG 6: Models of management for centres and foundations associated with UNWTO

3. An executive summary of the internal exercise can be found in Annex 1. The six reports of the above-mentioned working groups are available to Member States upon request.

4. In addition, some of the recommendations made by the Joint Inspection Unit (JIU) of the United Nations (UN), after their evaluation of the Organization's activities undertaken in 2008, have also been taken into consideration. Some initial suggestions made by Member States of the *ad hoc* working group, created by the Executive Council to examine these recommendations were also incorporated.

5. The present report re-states the goals and principles of the Organization, outlines the Management Structure, including the first steps to be taken by the new Secretary-General in the restructuration process that will take place in his four-year mandate, and sets forth the approach to the management strategy.

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<sup>1</sup> Public-private partnerships (PPPs)

## I. UNWTO MISSION STATEMENT

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6. The World Tourism Organization is an intergovernmental body, fully integrated into the United Nations system as one of its specialized agencies, with a central and decisive role in tourism issues.
7. Article 3 of the statutes state:  
*“1. The fundamental aim of the Organization shall be the promotion and development of tourism with a view to contributing to economic development, international understanding, peace, prosperity, and universal respect for, and observance of, human rights and fundamental freedoms for all without distinction as to race, sex, language or religion. The Organization shall take all appropriate action to attain this objective.  
2. In pursuing this aim, the Organization shall pay particular attention to the interests of the developing countries in the field of tourism”*
8. In his statement of intent as a candidate, the Secretary-General a.i. suggested that UNWTO has a twofold mission:
- a) Leadership: to **provide leadership** to the tourism sector, serving as a global forum for tourism policy issues and a practical source of tourism knowledge, and awareness rising.
  - b) Service: to **support and service its members** in their tourism development efforts, in improving competitiveness and in ensuring sustainability through meaningful partnerships.
9. In fulfilling these aims, he also suggested that the Organization should:
- promote the development of a **sustainable**, responsible, and universally accessible tourism, in particular by promoting the principles and recommendations of the Global Code of Ethics for Tourism.
  - enhance **competitiveness** by disseminating knowledge and data, setting standards, developing tools and raising awareness on all tourism-related matters.
  - promote cooperation and **partnerships** among its Members, other UN agencies, private sector and other stakeholders, helping to generate synergies among them.
10. Responding to these stated goals should provide the basis for the Management Strategies and Structure of the Organization, as described later in this report.

## II. PRINCIPLES

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11. In line with the mission of the UNWTO, the Secretary-General a.i. believes that the Organization's governance, management system and operational structure should be designed to ensure that some fundamental principles are respected.

- a) **Members' Ownership:** Ensure Members' ownership and engagement in the formulation and implementation of the UNWTO programme of work and in the improvement of its various governing and technical organs;
- b) **UN integration:** Commitment to UN values and principles, contributing to the achievement of the Millennium Development Goals and the Global Development Agenda.
- c) **Partnerships:** Seek and promote synergy of resources and know-how in cooperation with all other tourism stakeholders;
- d) **Ethical standards:** Abide by the codes, practices, rules and regulations prescribed in the standards of the UN and the International Civil Service Commission;
- e) **Transparency and accountability:** Ensure that information on activities and resources is available to Members through adequate reporting mechanisms;
- f) **Flexibility:** Organize and implement the programme of work and resources of the Secretariat to enable its adaptation to emerging needs;
- g) **Results Orientation:** Ensure that activities achieve the intended results, by providing timely and systematic evaluation of their effectiveness;

## III. A REFORM AGENDA

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12. In order to discharge the aims and align operations with these principles, it is considered that some fresh thinking regarding the Management strategy and structure, as well as modernization of the Secretariat, is needed. These changes are seen to elaborate on the seven-point reform Agenda presented by the Secretary-General a.i. in May 2009 in his *Statement of Intent and Management* to the Executive Council:

### A. SECRETARIAT STRUCTURE

13. Current senior management of the Secretariat includes a Secretary-General, a Deputy Secretary-General, an Assistant Secretary-General, a Director of Programme and Coordination and a Director of Administration. This structure has led, in time to unclear distribution of work among senior officials, certain duplication of roles, and difficulties in the coordination of the Programme of Work. The model also proved to be very central and vertical, with, sometimes, confusing reporting lines. At the operational level, numerous small and atomised Departments and Units strived to communicate with Members, prepare and implement the Secretariat's Programme of work, and discharge the Organization's mandate with little, if any horizontal linkages.

14. It must be stated, however, that the structure of the UNWTO Secretariat was partially improved in March 2007, by creating a dedicated Department for Programme and Coordination. Programming and internal coordination as well as communications with members have indeed been considerably improved since the 2007 restructuring. On the whole, it served as a laboratory to further enhance the structure and management of the Secretariat, especially during 2009, however, this step proved not to be sufficient on its own.

15. The Secretary-General a.i. is now suggesting that two key changes be introduced:

- first, to enhance and re-define the role and structure of Senior Management; and
- second, to create a programme-based rather than a department-based structure.

### 1. **Role and Structure of Senior Management**

16. Senior Management of the Secretariat will be constituted into a Management Team. This Team will support and be co-responsible with the Secretary-General in the discharge of the Organization's mandate. In addition to the Secretary-General, the Team will be formed by programme-oriented Executive Directors. Each member of the Team will be responsible for a group and resources of programmes and will receive appropriate delegation of authority. The Team will act as a cabinet under the chairmanship of the Secretary-General.

17. Initially, three high-level posts of Executive Directors (EDs) with similar seniority level will therefore be created and will, *de facto*, substitute the positions of Deputy Secretary-General, Assistant Secretary-General and Director of Programme and Coordination. Executive Directors will focus each on Competitiveness, Sustainability and Partnerships, discharging among them the following responsibilities which will be assigned to each ED:

- a) Plan, develop, implement and assess all programme activities related with the enhancement of the **sustainability** and **competitiveness** of tourism in Member States and for the industry as a whole. Maximize resource mobilization and ensure that such resources are properly utilized, and that the programme of work is efficiently implemented and coordinated.
- b) Coordinate the Organization's regional and field activities, and the equitable distribution of human and financial resources among regions. Ensure that Members' needs are being constantly identified and responded to in the most efficient manner, and that relevant data are updated and available at national, sub-regional and regional levels; securing adequate relations with Members.
- c) Prospect, contact, and define terms for new **partnerships** with external institutions (governmental, UN system, inter-governmental, non-governmental, private sector, academic, etc.) leading to synergies, higher effectiveness, and additional funds and other resources to accomplish the UNWTO mission. Update the structure of the Affiliate Members' in consultation with all relevant parties.

- d) Ensure that the Secretariat communicates with its Members, with all other stakeholders and with the general public in an efficient manner utilizing appropriate technologies and projecting a dynamic and fresh image.
- e) Advise the Secretary-General on all technical and political issues.

18. The proposed structure for Management is seen to have the following advantages for responding to the objectives and principles of the Organization:

- a) **Technically:** it will allow assigning more focussed responsibilities to each member of the Management Team, resulting in the improvement of technical quality of programmes and projects and also ensuring optimal use of financial and human resources. The new structure is expected to increase the quality and timeliness of the Secretariat's response to specific requests from Members.
- b) **Operationally:** it will create a more collegial and transparent management process, by increasing co-responsibility of the management team members and enabling delegation of responsibilities. It will also reduce decision-making required from the Secretary-General, allowing for better horizontal coordination, and higher flexibility. It is also expected to enhance decision-making processes by increasing delegation, avoid duplication of efforts, promote internal synergies, and improve work programme implementation.

## 2. *Programme-based structure*

19. There is currently a highly atomised structure of the Secretariat, with over 15 units in the organigramme, not including those units within Administration. Some of these units have only one professional staff, often working in isolation from the rest of the Secretariat. The flow of work in each department or unit also seems to vary throughout the year; some units are very busy during some months and sometimes cannot cope with the work volume, yet they do not easily obtain support from other units; and their staff resources remain at the same level.

20. The proposed system of working on the basis of **programmes** rather than on the basis of **Departments** is based on the principle of time bound priority activity as opposed to a fixed department. It is expected to enable a more efficient assessment and allocation of staff resources to tasks in relation to the programme of work, shifting resources in a timely manner as work intensity evolves on each activity. This system is expected to render more balanced and efficient use of resources.

21. As a result and under the responsibility of the Executive Directors, technical staff will be progressively classified under the following categories:

- *Programme Managers:* staff in the P category, who, under the direct supervision of an Executive Director, are responsible for priority programmes at any given time. The designation of Programme Manager is related to the function and not to the staff, therefore it is by itself a time-bound role. The Programme Manager is responsible for appropriate initiation of Programme activities, and will be accountable to the Executive Director on the use of resources and delivery of results.

- *Senior Programme Officers/ Programme Officers*: staff in the P or G categories, who are assigned to a specific programme for a certain period of time, to work under the responsibility of a Programme Manager, initiating activities as required by the Programme Manager.

22. The proposed structure will have the following advantages in responding to the objectives and principles of the Organization:

- **Flexibility and efficiency** in the use of the limited available human resources, as explained above.
- **Integration, education and coordination of staff.** All members of the rather limited UNWTO staff dedicated to substantive tourism areas would become familiar with most tourism related fields of work of the Organization. This would allow them to complete their knowledge of the tourism sector and related areas, to better understand the integral character of our work, to see the linkages and inter-dependence between all areas, and to respond more intelligently to queries by Members, especially during field visits. Furthermore, there would be better opportunities for internal transfers of know-how between areas of work in the Secretariat and between regions.
- **Improved staff evaluation.** Staff would be evaluated not only by their “permanent” manager, but by all Programme Managers under whom they have worked. Programme Managers would, in turn, be evaluated by the corresponding members of the Management Team under whom they have worked during a year.

23. With the help of the new Management Team, staff will be progressively assigned as Managers or Officers for clearly defined programmes. This will be a significant change from the current work culture.

## **B. MANAGEMENT STRATEGY**

24. While a new structure for the Secretariat is of prime importance, a fresh outlook on management of resources and functions is of the essence. In this regard, two aspects should be addressed: mobilization of resources and programme budget implementation.

### **1. Mobilization of Resources**

25. As tourism develops and becomes more complex and more multi-impact, the UNWTO will be expected to do much more, to venture into new areas of work and to become more effective in providing tailor-made support and producing results for each of its Members. At the same time, the ability of Member States to continue to be the main providers for the Organization’s General Programme of Work and related administration may be challenged in view of the current economic situation and cost containment measures in public expenditure at national levels.

26. UNWTO must, therefore, pursue great efforts to widen its access to increased financial resources, beyond the contributions of its Member States, the latter being currently limited by the zero nominal growth policy requested by the Executive Council. Moreover, the financial rules of the UNWTO do not allow funding development assistance activities to specific Member States from the Organization's regular budget. Such activities are becoming increasingly crucial to assist developing, transition and least developed Member States and they are, understandably, in growing demand.

27. It is also important to note that the ratio between extra-budgetary resources and UNWTO regular budget is very low in comparison with the average of other UN agencies. There is a need to think beyond the existing funding model and identify fresh funding sources, over and above the current voluntary contributions received from a number of sources.

28. Resource mobilization, therefore, appears to be a crucial activity for the future of the Organization and for expanding the Secretariat's services to its Members. Resource mobilization must involve all stakeholders, including non-governmental, private and public sector organizations, and has to be compatible with the nature and objectives of the UNWTO. The unique nature of the tourism industry and the dynamic character of its private sector must be utilized in boosting the resources and the ability of the Organization to improve and expand its effectiveness.

29. In order to reduce this over-dependency on UNWTO's regular budget, the Secretary-General has included extra-budgetary resource mobilisation as one of the main tasks to be undertaken by the three newly proposed Executive Directors, one of them being given specific responsibility for fund-raising and resource mobilisation. With this approach, it is expected that all new activities undertaken and partnerships engaged in by the Secretariat will be seen within a framework of resource mobilisation, rather than adding to the financial burden of the traditional, regular budget.

30. The growing interest on the part of some Member States and other stakeholder to engage and sponsor specific activities should be better utilized to support and complement the programme of work. In fact, the role for **external entities**, and the corresponding voluntary contributions made by several Member States, is seen as clearly linked to resource mobilization (please refer also to document A/18/17: *Report on entities associated with the UNWTO*).

## **2. Programme budget implementation**

31. While resource mobilization is of the essence, the management of resources is equally important. In order to improve and rationalise spending, and at the same time increasing quality and efficiency in implementing the programme of work and budget of the Secretariat **a number of reform initiatives** are being progressively introduced, as summarized below:

- a) Adoption of ICSC<sup>2</sup> standards of conduct, aiming at higher **ethical conduct** and establishing a framework for staff accountability.

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<sup>2</sup> International Civil Service Commission

- b) Introduction of **planning and reporting** mechanisms: implementation of budget **allotments** to supplement programme of work formulation and provision of periodic **financial reports** and expenditure reviews.
- c) Introduction of formal **delegation** of authority to Senior Management, devolving responsibility for programme of work and budget implementation. It is expected that the framework for delegation of authority will be completed as the new Management Team is appointed, and will further help clarify the Management Structure described above.
- d) Definition of a model for financial transactions formalized in two steps: authorization of commitments and approval of **payment** requests. The model sets standards and clarifies roles and responsibilities of staff intervening in the transactions.
- e) A staff position of **procurement** officer, redeployed from existing resources will be recruited. It is expected this position will improve current procurement practices and enhance competition among suppliers.
- f) Activities regarding the implementation of **IPSAS**<sup>3</sup> have begun. The work plan for the remaining months of 2009, including the development of specifications for a gap analysis between the “as is” and the “to be” situation is underway.
- g) Internal **procedures** setting UNWTO standards, geared to control costs are being developed and implemented. Issues such as staff contracts, travel, insurances, meetings, hospitality, telephone, mail, office standards, IT equipment, electronic handling of documents, etc., are being addressed.
- h) Staff vacancies and grading of new positions are carefully reviewed due to their long-term implications on resources. **Cost control** on staff is essential to meet the goal of zero budget growth in nominal terms. Optimizing use of resources liberated following departing staff is being strictly enforced.
- i) Addressing **audit and evaluation** needs through creating additional full-time staff positions as recommended by the JIU appears unrealistic at this moment. Alternative mechanisms for providing the function, either through outsourcing or cost-sharing with other small UN bodies is being considered.
- j) **Human resources** management requires further updates and strengthening, including review of recruitment practices to foster wide dissemination of vacancies, establishing career management principles based on merit, and review of contract typologies in light of defined working conditions are among the main priorities.

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<sup>3</sup> International Public Sector Accounting Standard

- k) **Communications** will be established as a coherent and consistent system based on a “speaking as one” concept and on two-way-flow of information between the Secretariat, UNWTO Members and other key tourism stakeholders. A communication management policy will be developed, including an annual communication plan and a communication protocol.

32. Most of the above issues are either directly referenced or become indirect requirements in addressing recommendations of the JIU report. The Secretary-General a.i. has the firm intention to consider all these requirements, while some prioritization must be introduced for effective action. In this regard, a roadmap for responding to JIU recommendations will be established in conjunction with the JIU *ad hoc* Working Group and as agreed with the Executive Council in order to prioritise necessary actions.

33. More specifically and in agreement with the Executive Council, the Secretary-General will set time-bound targets, particularly on cost control regarding staff, travel, meetings and current expenditures. Only by using such indicators will the Secretariat be able to measure its progress in cost containment. These measures will also contribute to the environmental commitment of the Organization within the framework of the “Greening the UN” Initiative.

### C. MODERNISATION OF THE SECRETARIAT

34. The Executive Council in its 85<sup>th</sup> session recommended that the financial surplus remaining from the biennium 2006-2007 not be used within the regular budget, but preferably used as a separate fund to modernise the UNWTO Secretariat. The Secretariat is clearly in need of such modernization. The Secretary-General will produce a plan of intended use of this *ad hoc* budget in line with the Executive Council recommendations with priority being given to the six following issues:

- a) **ICT services:** An evaluation of **ICT services** has already been conducted in the framework of the partnership with Microsoft. This evaluation has benchmarked current ICT services to industry standards and recommended follow up actions on key aspects. The Secretariat will follow up on the recommendations and the implementation.
- b) **Communications tools:** UNWTO website will be upgraded into a rich, multimedia, knowledge-sharing and user-friendly platform that will serve all members and other tourism stakeholders. Use of e-tools will be reinforced and promoted among members, including interactive tools. One of the new Executive Directors will be specifically responsible for the website.
- c) **Headquarters building:** the current HQ premises date back to 1978 and are outdated and inadequate to serve the current level of activities and needs of the Organization, in particular, in relation to meeting and conferences. Discussions have already started with Spanish authorities with the goal of exploring options. In this regard, several aspects will be reviewed:

- **Working space** improvement and an evaluation of office space situation and needs has already been produced. Every necessary restructuration and redistribution of office space will be made along with modernisation requirements and the improvement of staff working space.
  - **Security** protocols are being improved. A call for tender for provision of security services of the Headquarters building in accordance to UNDSS requirements has been launched. Technical specifications for upgraded security devices have been prepared.
  - Provision of adequate meeting space and facilities are being discussed with the Spanish authorities.
- d) **Meetings, conferences and documents:** The current model of conducting and assembling meetings and conferences need to be revisited for the purpose of efficiency and cost control. New policies, manuals and procedures will be produced. UNWTO events will also have to benefit from the newest e-facilities in order to reach more public within Member States at a lowest cost possible for the Organization. Clear procedures will be followed based on the guidelines already established by the Secretariat on this issue. Collaterally and whenever possible, the use of video conference facilities, as well as video-taping of speeches, will be increased for the participation of UNWTO officials in events. In addition, current production of documents and publications in **paper** form will be reviewed in line of policies being developed for the electronic handling of documents and the “Greening the UN” requirements.
- e) **Reduction of the Secretariat’s environmental footprint including carbon emissions:** all technical improvements will serve this purpose, in line with the commitment to the “Greening the UN” Initiative, such as, the compensation of UNWTO GHG emissions proposed to the General Assembly (see document A/18/5: *Report of the Secretary-General*). In line with this, the Secretariat will make a more extensive use of electronic mailing in order to reduce financial and environmental costs generated by current regular mailing.
- f) **Staff training:** in order to implement progressively and more effectively all the above-listed actions, the staff of the Secretariat will have to undergo a focused and effective training programme to implement the required reforms.

## **CONCLUSION**

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35. Impending reforms pose a challenge to the Organization and its Secretariat. Postponing or failing to address them would only increase the need for deeper reform at a later stage. These outlined reforms are both urgent and important. At the same time, it appears necessary to work them through so that the speed of reform is right. The upcoming retirement of long-service staff also seem to present a risk to the Secretariat's institutional know-how, while on the other hand brings opportunities for fresh blood and renewed approaches to issues. Correctly balancing the different aspects of the reform and its speed appears the key element for success.

36. The Secretary-General a.i. seeks the advice of Members at this General Assembly in relation to the implementation of this reform process. The Secretary-General a.i. also commits himself to preparing a mid-term review implementation of the reforms to be submitted to the nineteenth session of the General Assembly.

## ANNEX 1

### Internal exercise within the UNWTO Secretariat through the establishment of six Working Groups

#### Executive Summary

#### INTRODUCTION

1. The Executive Council, in its the 85<sup>th</sup> session, decided to recommend to the General Assembly Mr. Taleb Rifai for the post of Secretary-General of the World Tourism Organization (UNWTO) for the four-year mandate 2010-2013.

2. With the purpose of having a broad overview of main issues, challenges and possible initiatives for the future management of the Organization and its relations with Members and the tourism sector, the elected candidate and SG a.i. began in May 2009 a in-depth exercise of UNWTO Secretariat's officials, involving all staff. This was done by creating six Working Groups (WGs) within the Secretariat tasked with generating new and innovative ideas for guiding the management and operation of UNWTO. Some 65 officials, from all levels and categories (G and P), took part in the exercise.

3. The six WGs addressed each of the following key areas, based on the *Statement of Intent*:

- WG 1: Membership and improved engagement with Member States
- WG 2: UN and international relations and funding potential
- WG 3: Affiliate Members and PPPs<sup>4</sup>
- WG 4: Internal governance and structure
- WG 5: Communication strategy and new outlook
- WG 6: Models of management for centres and foundations associated with UNWTO

4. This consultative process resulted in two main phases: an initial brain-storming of ideas among participating members of each group that included several meetings and a preliminary report and, secondly, a drafting phase and the submission by each WG of a final report that identified **principles, recommendations and key actions** in the area the WG was in charge of. Contributions were based on the long years of service and diversified experience of its different members.

#### I. PRINCIPLES

5. Principles proposed by the different WG presented many similarities and can be merged as follows:

- a) **Focus and coherence with the Programme of work** - Serve Members States in a more effective way concentrating our services in more focused areas, on a regional or sub-regional basis whenever possible
- b) **"Members First"** - Adopt the philosophy of "Members First" and the culture of service

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<sup>4</sup> Public-private partnerships (PPPs)

- c) **Ownership** - Ensure Member's ownership in the implementation of the Organization's programme of work
- d) **Coverage of global needs** - Ensure that the specificities of developed and developing Members are fully reflected in the activities of the Organization
- e) **Communication** - Ensure permanent two-way-flow communication with the Members, speaking as one organization, with coherence and consistency
- f) **Transparency** - Make sure that the Organization's administrative procedures are transparent, presented in a comprehensive manner, and available to the Members
- g) **Integration and cooperation** with the UN System, building on the "Delivering as One United Nations" (One UN) concept at all levels, always ensuring that tourism is highlighted and is an essential instrument in achieving the Millennium Development Goals (MDGs)
- h) **Alliances and partnerships at all levels** (through the three "C"s: cooperation, collaboration and coordination) with all tourism stakeholders, with the scope to adapt to the new realities of the tourism sector and to reflect tourism's "horizontal" character
- i) **Internal governance:** through clear responsibilities and reporting lines
- j) **Environmental, carbon-neutral approach:** reduce the environmental impact of UNWTO activities at any time

6. It can be noted that the Management Strategy Document of the Secretary-General a.i includes most of the above-mentioned principles, demonstrating a general consensus within the Secretariat about crucial issues.

## II. RECOMMENDATIONS AND CORRESPONDING ACTIONS

7. Recommendations, and their corresponding proposed actions, made by the different working groups are numerous and embrace many issues.

8. **WG 1 (Memberships, connections with and engagement of Member States)** produced recommendations on the following aspects related to the relationships between the Secretariat and Member States:

- R1. Regional Commissions and events
- R2. Network of national focal points
- R3. *Ad hoc* activities for developed Member States
- R4. Communication, dissemination of information to Member States (to be contrasted with the report by WG5)
- R5. Contributions and arrears

**9. WG 2 (UN and international relations and funding potential)** drafted recommendations on international relations and funding potential in relation with the following issues:

- R6. UNWTO integration within the UN System for a better coherence
- R7. UNWTO positioning as a UN Organization
- R8. Resource mobilization and fund-raising

**10. WG 3 (Affiliate Members and PPPs)** structured its recommendations on Affiliate Members and partnerships as follows:

- R9. Structure and role of a unit in charge of Affiliate Members and partnerships
- R10. Services to be delivered by the Secretariat to non governmental members
- R11. Affiliate Membership rules and regulations
- R12. Conception of a new partnership framework

**11. WG 4 (Internal governance and structure)** divided its recommendations in two categories:

- R13. Governance, including staff rules, ethics and work coordination mechanism
- R14. Internal structure of the Secretariat (a tentative organizational chart has been issued)

**12. WG 5 (Communication strategy and new outlook)** produced recommendations on communications structured as follows:

- R15. Institutional identity and image, including logo, guide style, etc.
- R16. Communication management policy, including internal communications
- R17. E-communications, including improvement of website and web services

**13. WG 6 (Models for associations, centres and foundations (external entities))** made a brief yet complete analysis of the current external entities, proposing a model with three different types of agreement or partnership, applicable to all existing and future external entities.

14. The Secretary-General a.i. would like to express his gratitude to all the staff involved in one or more working groups. Many elements of this work have been very useful in the redaction of his Management Strategy document; and most of the ideas expressed by the WGs will be used in daily operations in the future.

**15. In addition, the Secretary-General a.i. would like to inform all Members of the Organization that the six WG reports are available upon request to the Secretariat (English version only).**