



## Executive Council

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### Report of the Secretary-General

#### Part III: Administrative and statutory matters

#### (d) Report on the recommendations of the Joint Inspection Unit in 2015

##### I. Introduction

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1. 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).

2. The UNWTO, as a participant in the UN system, has the mandate to review JIU reports and to submit them to its Governing Bodies. Since 2012 and to that effect, reports have been issued to the 94th, 96th, 99th and 101st sessions of the Executive Council: [CE/94/3\(II\)\(b\)](#), [CE/96/2\(g\)](#), [CE/99/5\(e\)](#) and [CE/101/2\(e\)](#). In addition, it has considered selected reports prior to 2012 through a working group of the Programme and Budget Committee [CE/101/2\(f\)](#).

3. Likewise, as JIU reports and recommendations concern administrative and management practices of the Organization, the Executive Council has decided that recommendations to be implemented are to be done in the context of the implementation of the White Paper, which is the main vehicle adopted for the reform of the Organization.

##### II. JIU reports and notes issued in 2015

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4. The titles of 2015 reports and notes and corresponding links to JIU's website are:

(a) [JIU/REP/2015/1](#): "Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system Organizations"

(b) [JIU/REP/2015/2](#): "Recommendations to the General Assembly of the United Nations for the determination of parameters for a comprehensive review of United Nations system support for small island developing states"



- (c) [JIU/REP/2015/3](#): “Cooperation among the United Nations Regional Commissions”
- (d) [JIU/REP/2015/4](#): “Public Information and Communications policies and practices in the United Nations system”.
- (e) [JIU/REP/2015/5](#): “Review of activities and resources devoted to address climate change in the United Nations Systems Organizations”.
- (f) [JIU/REP/2015/6](#): “Review of the organizational ombudsman services across the United Nations system”.
- (g) [JIU/ML/2015/2](#): “Management Letter on UNWTO efforts towards IPSAS compliance”.

5. The JIU issued six reports and one management letter addressed to the UNWTO in 2015, producing a total of 41 recommendations, of which 12 are relevant to the UNWTO. The annex to this document presents recommendations issued in 2015, their status in the UNWTO and, for those relevant, the proposed actions and corresponding reporting to the JIU.

### **III. Actions to be taken by the Executive Council**

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6. The Executive Council is invited:
- (a) To take note of the reports and the management letter issued by the Joint Inspection Unit in 2015 referenced in this document and to thank the Unit for its insights;
  - (b) To reconfirm decision CE/DEC/7(XCIV) approving the White Paper Implementation Plan as the main instrument to drive the reform process at the UNWTO;
  - (c) To welcome the constructive approach started by the JIU in 2013 in relation to their differentiating recommendations addressed to smaller agencies into recommendations for information and recommendations for action according to their relevance to these agencies;
  - (d) To take note of the relevant recommendations presented by the JIU reports and management letter in 2015; and
  - (e) To approve the actions to be taken on each one of them, as proposed in the annex and to request the Secretary-General to report accordingly to the JIU on them.

## Annex

**JIU/REP/2015/1: Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system Organizations**

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	The Secretary-General in his capacity as Chairman of the United Nations Chief Executives Board for Coordination (CEB) should initiate a review of how United Nations system organizations can contribute to promoting employment and decent work related issues in the context of the post-2015 Sustainable Development Goals. The CEB response should identify the participatory and accountability framework and monitor its implementation.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
2	The Secretary-General should direct the secretariats of the functional commissions who have not yet done so to review the implementation of the decent work provisions of the Economic and Social Council resolutions and to identify areas of their work that could benefit from a decent work lens.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
3	The Secretary-General should instruct the heads of regional commissions to review their activities with a decent work lens and determine how their work can better support countries in their regions towards the achievement of decent work for all.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
4	The Economic and Social Council should follow a more consistent approach and ensure accountability to its subsidiary organs and their supportive management when following-up on Council decisions.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable

5	The ILO governing body should request the Director-General of ILO to carry out more proactive awareness-raising and training activities among the staff of United Nations system organizations in collaboration with the International Training Centre of ILO (ITC-ILO) and other training units in the United Nations system in the context of the post-2015 Sustainable Development Goals and identify resources in this regard.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
6	Executive heads of United Nations system organizations should instruct their respective technical units to re-examine their work to identify if these areas where the decent work agenda can be linked to their activities and to make existing linkages more explicit. Such organizations may wish to cooperate with ILO for support in this process.	Having the tourism sector providing decent employment is a goal for the Organization	Foster decent employment through UNWTO's programme of work	Accepted, under implementation
7	The Secretary General should ensure that the United Nations Development Operations Coordination Office and the United Nations System Staff College undertake appropriate awareness raising and provide guidance and training to the resident coordinators and United Nations country team members to further a common understanding of the decent work agenda in the context of the post-2015 Sustainable Development Goals	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable

**JIU/REP/2015/2: Recommendations to the General Assembly of the United Nations for the determination of parameters for comprehensive review of United Nations system support for small island developing states**

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	The General Assembly should ensure that the comprehensive review addresses the necessary linkages between the SAMOA Pathway and the United Nations global mandates on related key issues, such as the post-2015 development agenda, disaster risk reduction, financing for development, climate change, chemicals and waste management, human rights and gender equality, with a view to strengthening system-wide coherence and ensuring effective system-wide support for the sustainable development of SIDS through adequate provision of resources.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
2	The General Assembly should ensure that the comprehensive review evaluates the current allocation of resources, as well as their effective and efficient use, at the United Nations Secretariat at Headquarters, with a view to improving governance and effective coordination in the delivery of the mandates given by the General Assembly to DESA and OHRLLS to support SIDS.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
3	The General Assembly should ensure that the comprehensive review identifies all relevant entities of the United Nations Secretariat, such as the United Nations Conference on Trade and Development (UNCTAD), the United Nations Office for Disaster Risk Reduction (UNISDR) and the regional commissions, contributing to support for the sustainable development of small island developing States, and that it proposes effective ways for the Secretariat to strengthen its programmatic coordination and integrated reporting.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable

4	The General Assembly should ensure that the comprehensive review assesses the role and functioning of the Inter-Agency Consultative Group on Small Island Developing States (IACG) and proposes concrete measures to strengthen its effectiveness as a coordinating forum, involving all the relevant institutional partners, from the United Nations system and non-United Nations entities, such as the international financial institutions, to foster the implementation of the SAMOA Pathway and to facilitate its monitoring.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
5	The General Assembly should ensure that the comprehensive review analyses the institutional set-up in place in accordance with paragraphs 122 to 124 of the SAMOA Pathway and the coordination process aimed at monitoring and reporting on its effective implementation, with a view to preventing overlap and fostering synergies across the United Nations system.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
6	The General Assembly should ensure that the comprehensive review addresses institutional and managerial mechanisms for strengthening coordination between DESA and OHRLLS in performing the tasks related to their respective mandates on support to SIDS, in order to avoid overlap and enhance the effectiveness of their work, and to increase transparency in their communication with Member States.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable

### JIU/REP/2015/3: Cooperation among the United Nations Regional Commissions

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	The executive secretaries of the regional commissions should develop and approve, by 2016, a formal modus operandi for the effective conduct of their regular meetings, including preparation of meeting agenda, formulation of objectives, follow-up and monitoring of implementation of the decisions, by assigning corresponding responsibilities to the Chiefs of Programme Planning and the Regional Commissions New York Office.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
2	The executive secretaries of the regional commissions should develop and adopt, by 2016, specific terms of reference for the Coordinator of the Regional Commissions that detail his/her roles and responsibilities, including term limit and the modalities for coordination, consultation, decision-making, representation and handover from the incumbent Coordinator to the next.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
3	The executive secretaries of the regional commissions should explore the possibility of establishing a common online platform for knowledge-management, more systematic exchanges of lessons learned and good practices as well as an advocacy tool, in order to increase the profile and visibility of their activities and promote their products at the global level.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
4	The executive secretaries of the regional commissions should adopt, by 2016, specific terms of reference that clearly define the functions, responsibilities, resources and accountability of the Regional Commissions New York Office, and adapt the job descriptions of the Director and the staff of the Office, as needed.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable

5	The Economic and Social Council should review the existing legislation relating to the objectives and modalities of the Regional Coordination Mechanism, building on inputs from the regional commissions consolidated in a report of the Secretary-General, and taking into account the relevant provisions of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, with a view to strengthening the coordination role of the Mechanism and clarifying its interface with the United Nations Development Group regional teams.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
6	The Secretary-General should consider requesting the Deputy Secretary-General to serve as a facilitator between the regional commissions and other United Nations system entities and assist, as and when needed, in the resolution of outstanding issues between them.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
7	The General Assembly and the Economic and Social Council should invite the regional commissions to submit, on an annual basis, substantive and analytical reports on their activities for discussion under the pertinent agenda items, with a view to enabling the Assembly and the Council to fully benefit from the work of the commissions and provide them with guidance and oversight at the global level.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable

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

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
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.	UNWTO has established policies in the area of communications. Its alignment with the benchmarks needs to be implemented.	Assess the benchmarks and their applicability to the UNWTO. To be incorporated in the communication strategy to be presented at the 22nd General Assembly.	Accepted, pending implementation
2	Starting from the forthcoming programme and budget cycle, the executive heads of the United Nations system organizations should reinforce in a sustainable manner the strategic role of the public information and communications function within their organization, by adhering to the nine benchmarks proposed in the present report, as applicable.	UNWTO has established policies in the area of communications. Its alignment with the benchmarks needs to be implemented.	Assess the benchmarks and their applicability to the UNWTO. To be incorporated in the communication strategy to be presented at the 22nd General Assembly.	Accepted, pending implementation
3	The executive heads of the United Nations system organizations should encourage, as applicable, their representatives in UNCG at principals' level, and in the UNDG Communications and Advocacy Working Group, to coordinate their work closely and to develop strong complementarities and synergies between the two groups in order to further strengthen public information and communications capacity in the United Nations system.	Implemented. UNWTO participates actively at the annual meeting of the UNCG at principals level and coordinates with relevant UN agencies common project and communication on core common issues such as the SDGs.	Reinforced participation in the UNDG communications and advocacy group	Not applicable

4	The executive heads of the United Nations system organizations should take concrete measures to strengthen public information and communications capacity at the field level within their organizations, when applicable. This, in turn, would enable local UNCGs to conduct joint activities with due attention to local circumstances and organizations' mandated priorities, and reinforce the effectiveness and impact of those activities.	UNWTO has no field offices. Communication activities are run from HQ.	UNWTO has no field offices. Communication activities are run from HQ.	Not applicable
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.	UNWTO has established policies in the area of communications. Its alignment with either the benchmarks in JIU report or other UN strategies needs to be implemented.	Assess the benchmarks and UN strategies on communications and their applicability to the UNWTO. To be incorporated in the communication strategy to be presented at the 22nd General Assembly.	Accepted, pending implementation
6	The executive heads of the United Nations system organizations should strengthen the in-house capacity for social media management, with a view to creating specific content and maintaining organizational accounts, as well as to providing advice on the proper use of social media.	UNWTO has in-house capacity for social media management commensurate with its overall resource level.	Maintain social media management capacity	Accepted, implemented

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

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
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.	Due to its cross-sectorial nature, tourism can contribute to a more resource efficient value chain and stimulate behavioural change towards low-carbon destinations.	For consideration, pending approval of a long term UN-system-wide climate change strategy	Accepted, pending implementation
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 Convention on Climate Change (COP21).	UNWTO has implemented climate change related projects and activities which reflect a “quadruple bottom line” of environmental, social, economic and climate responsiveness.	For consideration, as part of the UN system-wide climate change strategy	Accepted, pending implementation

3	<p>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.</p>	<p>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.</p>	<p>Assess the involvement of UNWTO as this initiative progresses</p>	<p>Under consideration</p>
4	<p>Executive heads of the member organizations of the CEB, under the leadership of the Secretary-General in his capacity as Chair of the CEB, should promote the development of a common information-sharing system for the measurement and monitoring of the United Nations system activities and resources aimed at addressing climate change, by sector and type of funding, so as to ensure the most cost-efficient and effective delivery of activities to tackle climate change.</p>	<p>UNWTO is a member of the One UN Climate Change Learning Partnership (UN CC:Learn). UNWTO continues the expansion of the UNWTO International Network of Sustainable Tourism Observatories (INSTO) which aims to support sustainable tourism development through systematic, timely and regular monitoring of tourism.</p>	<p>Assess the involvement of UNWTO in the initiative under the CEB as it progresses</p>	<p>Accepted, pending implementation</p>

5	<p>In the implementation of the outcome of the United Nations Conference on Sustainable Development (Rio+20) and the subsequent General Assembly resolutions 67/213 and 68/210, the United Nations Environment Assembly should formulate a coherent collaborative framework for technology transfer to mobilize the capacities and expert knowledge available in the United Nations system organizations to support and participate in the technical assistance activities at the country and regional levels, including in collaboration with the Climate Technology Centre and Network, when relevant.</p>	UNWTO follows CEB's guidance	UNWTO to follow CEB's guidance	Not applicable
6	<p>The executive heads of the United Nations system organizations involved in country activities in the UNDAF should ensure that their organizations follow the UNDG guidance on integrating climate change in the UNDAF and build on existing good practices of engagement with the relevant UNFCCC bodies, for climate change assistance at the country and regional level, in close cooperation with the resident coordinators, to enhance and strengthen capacity-building assistance to developing countries through CCAs/UNDAFs.</p>	UNWTO follows CEB's guidance as a non-resident agency	UNWTO to follow CEB's guidance, in particular UNDG guidance on integrating climate change	Not applicable

**JIU/REP/2015/6: Review of the Organizational Ombudsman services across the United Nations system**

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	The executive heads of the United Nations system organizations, in consultation with staff representatives and the existing Ombudsmen, should review, update and disseminate across their respective organizations the terms of reference of the ombudsman, giving due consideration to the direction provided by the present report and using a staff-management consultation mechanism.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
2	The executive heads of the United Nations system organizations, in cooperation with the ombudsman offices, should include questions relating to the ombudsman service in staff surveys and responses should be used by management, staff associations and the ombudsman office to increase staff awareness and promote a better understanding of the ombudsman function in the organization.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
3	The executive heads of the United Nations system organizations should request their respective ombudsmen to ensure that their field staff have the option of an in-person consultation with the ombudsman of another United Nations system organization in the same location (for example, the regional ombudsman of UNOMS or the visiting ombudsman of another United Nations system organization).	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
4	The executive heads of the United Nations system organizations should request their ombudsman offices to include in their work programme the development of a case management manual and to seek the cooperation of other United Nations system ombudsmen with a view to achieving a certain level of harmonization across the system.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable

5	The legislative bodies of the United Nations system organizations should make it possible for the ombudsman to report to them on systemic issues identified on a regular basis.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
6	The executive heads of the United Nations system organizations should request the ombudsman to include continuous training and certification of ombudsman practitioners in the strategic workplans of their ombudsman offices.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
7	The executive heads of the United Nations system organizations should establish an accountability and appraisal system for the ombudsman services and include the relevant provisions in the ombudsman's terms of reference. The system and the provisions should reflect the specific requirements of the ombudsman function by making accountability and the appraisal process inclusive and participatory for all stakeholders.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable
8	The executive heads of the United Nations system organizations should request their ombudsmen to discuss the findings and recommendations of the present review at the UNARIO meeting to be held in 2016 and to decide on the course of actions they intend to reflect in their programmes of work, either individually or collectively.	UNWTO follows CEB's guidance	UNWTO to follow CEB guidance	Not applicable

**JIU/ML/2015/2: Management Letter on UNWTO efforts towards IPSAS compliance**

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	The Secretary-General of UNWTO should review/regularize the status and level of posts and positions used for the employees (staff and collaborators) directly or indirectly responsible for the UNWTO transition to IPSAS, preferably by using the services of an independent and experienced classification specialist.	UNWTO has completed its transition to IPSAS, remaining functions being undertaken by the Finance Programme.	Action completed	Accepted, implemented