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Report of the Secretary-General

Part III: Administrative and statutory matters

(e) Human resources report

I. Reporting on the human resources situation of the Organization

1. This document contains updated information on the human resources situation of the Organization as of 1 April 2017. As in previous reports on human resources, it provides updated staff statistics and information on staff matters. Furthermore, it includes the annual report of the Ethics Officer for 2016 as Annex II to this document.

II. Budget authority and organizational structure

2. The introduction of management changes communicated by the Secretary-General in his report on the priorities and Management vision for 2016-2017 (CE/104/3(c)) continues to be undertaken within approved resources and number of staff positions which remains at 106. The UNWTO Secretariat Organizational Chart is attached to this document as Annex I.

A. Structure of posts by Programme

3. The updated list of staff posts and Programmes is shown in the following table.

Table 1: Structure of Posts by Programme (1 April 2017)

Programme Title	Post Title	Number of Posts	Number of Staff	Vacant Posts
MANAGEMENT				
	Secretary-General	1	1	0
Office of the Secretary-General	Chef de Cabinet	1	1	0



	Adviser on Tourism and Culture	1	1	0
	Adviser on Tourism and Peace	1	1	0
	Legal Counsel	1	1	0
	Senior Programme Officer	1	1	0
	Senior / Programme Assistant	3	2	1
	Office Assistant	1	1	0
Office of the Executive Director for Operational Programmes & Institutional Relations	Executive Director	1	1	0
	Head, UNWTO Liaison Office at Geneva	1	1	0
	Senior Programme Assistant	1	1	0
Office of the Executive Director for Programme & Coordination	Executive Director	1	1	0
	Programme Chief	1	1	0
	Senior Programme Assistant	1	1	0
Office of the Executive Director for Technical Cooperation & Services	Executive Director	1	1	0
	Senior Programme Assistant	1	0	1
Office of the Executive Director for Member Relations	Executive Director	1	1	0
	Senior Programme Assistant	1	1	0
Office of the Director of Administration & Finance	Director	1	1	0
	Senior Programme Assistant	1	1	0
Director-Executive Secretary of the General Assembly and the Executive Council	Director-Executive Secretary	1	1	0
REGIONAL PROGRAMMES				
Regional Programme for Africa	Regional Director	1	1	0
	Programme Coordinator	1	1	0
	Programme Officer	1	1	0
	Programme Assistant	1	0	1
Regional Programme for the Americas	Regional Director ¹	0	0	0
	Programme Coordinator	1	1	0
	Programme Officer	1	0	1
	Programme Assistant	1	1	0

¹ In addition to this role, the incumbent has been assigned to the post of Executive Director for Member Relations

Regional Programme for Asia & the Pacific	Regional Director ²	0	0	0
	Programme Coordinator	1	1	0
	Programme Officer	1	0	1
	Senior Programme Assistant	1	1	0
Regional Programme for Europe	Regional Director	1	1	0
	Programme Officer	1	0	1
	Senior Programme Assistant	1	1	0
Regional Programme for the Middle East	Regional Director ³	0	0	0
	Programme Officer	1	0	1
	Senior Programme Assistant	1	1	0
Affiliate Members	Programme Officer	1	1 ⁴	0
	Senior / Programme Assistant	2	2	0
OPERATIONAL PROGRAMMES				
Sustainable Development of Tourism	Programme Director	1	1	0
	Programme Coordinator	1	1	0
	Programme Officer	1	1	0
	Senior Programme Assistant	2	2	0
Statistics, Trends & Policy	Programme Director	1	1	0
	Programme Coordinator	2	1 ⁵	1
	Programme Officer	2	1	1
	Senior / Programme Assistant	4	4	0
Technical Cooperation	Programme Coordinator	2	2	0
	Senior / Programme Assistant	3	3 ⁶	0
Destination Management & Quality	Programme Director	1	1	0
	Programme Officer	1	0	1
	Programme Assistant	1	1	0
Institutional Relations & Resource Mobilization	Programme Coordinator	1	1	0
	Programme Officer	1	1	0
	Senior Programme Assistant	1	1	0

² In addition to this role, the incumbent has been assigned to the post of Director-Executive Secretary of the General Assembly and the Executive Council

³ Incumbent assigned to the post of Adviser on Tourism and Peace

⁴ Incumbent acting in the post

⁵ Incumbent acting in the post

⁶ One incumbent acting in the post of Senior Programme Assistant

Ethics & Social Responsibility	Programme Coordinator	1	1	0
	Senior Programme Assistant	1	1	0
Special Field Projects	Programme Coordinator	1	1	0
	Senior Programme Assistant	1	1	0
DIRECT SUPPORT PROGRAMMES				
Communications & Publications	Programme Chief	1	1	0
	Senior Programme Officer	1	1	0
	Senior / Programme Assistant	4	4 ⁷	0
Conference Services	Programme Chief	1	1	0
	Translators	4	3	1
	Senior / Programme Assistant	2	1	1
INDIRECT SUPPORT PROGRAMMES				
Budget & Finance	Programme Chief	1	1	0
	Programme Officer	1	1	0
	Senior Programme Assistant	2	2	0
Human Resources	Programme Chief	1	1	0
	Programme Officer	1	0	1
	Senior Programme Assistant	2	2	0
Information & Communication Technologies	Programme Chief	1	1	0
	Programme Officer	1	1	0
	Senior / Programme Assistant	3	3	0
General Services	Programme Coordinator	1	0	1
	Senior / Programme Assistant	6	6	0
	Office Assistant	3	3	0
TOTAL		106	92	14

B. Breakdown of actual staffing data

4. Information on the number of staff and their distribution by grade, gender, nationality, and age, as of 1 April 2017, is contained in Tables 2, 3, 4 and 5 below. As in previous reports to the Executive Council, the relevant breakdown has been made by category of staff within the UN Common System: Professional category and above (with grades ranging from P.1 to D.2) and General Service category (with grades ranging from G.1 to G.7) and as indicated in the Organization's Programme of Work and Budget.

⁷ Two incumbents acting in the post of Senior Programme Assistant

Table 2: Staff Distribution by Grade

Grade	P.1	P.2	P.3	P.4	P.5	Above	Total
Number	5	3	6	11	10	9	44
Grade	G.2	G.3	G.4	G.5	G.6	G.7	Total
Number	1	4	7	8	14	14	48

Table 3: Staff Distribution by Category and Gender

	P and Above	GS category	Total
Female	23	32	55
Male	21	16	37
Total	44	48	92

Table 4: Staff Distribution by Category and Nationality (including SG and ED positions)

COUNTRY	P	GS	COUNTRY	P	GS
Algeria		1	Lithuania		1
Argentina	1	1	Mexico	1	
Australia		1	Morocco		1
Austria	1		Netherlands	3	
Bosnia and Herzegovina		1	Nicaragua		1
Brazil	1		Niger	1	
Cambodia	1		Peru	1	
Canada	1		Portugal	1	2
China	2		Republic of Korea	2	1
Dominican Republic	1		Republic of Moldova		1
Egypt	1		Russian Federation	2	
France	3	2	Seychelles	2	
Germany	3	1	Spain	8	26
Ghana		1	Switzerland		1
Hungary	1		Turkey	1	
Indonesia		1	United Kingdom	2	
Italy	1	1	United States of America		1
Jordan	1		Uruguay	1	1
Lebanon	1	1	Uzbekistan		1
			Total number per category of staff	44	48
			Total number of staff	92	

5. Thirty-eight nationalities are currently represented in the Secretariat's staff. It is important to reiterate the Organization's commitment to recruiting staff from as wide a geographical distribution as possible while maintaining the highest standards of competence, efficiency and integrity and taking into account the limited number of staff posts.

Table 5: Staff Distribution by Category and Age

Category	P and Above	GS	Total
29 or less	--	1	1
30 to 39	8	12	20
40 to 49	15	19	34
50 to 54	5	7	12
55 to 59	7	7	14
60 to 61	3	2	5
62 or more	1	0	1
Total	39	48	87

6. Officials holding a managerial fixed-term appointment with a term of office until 31 December 2017 (i.e., four Executive Directors) and the Secretary-General are not included in this table.

C. Staff matters

7. Since its previous reports on staff matters, a number of developments relating to staff matters have taken place as indicated below.

Outcome of selection processes

8. Following a competitive selection process, the following vacant posts have been filled:

Vacancy Reference	Title of the Post	Name of the Incumbent
UNWTO/HHRR/VAC/06/EDPC/2016	Programme Chief (P.4), Office of the Executive Director for Programme and Coordination	Mr. Philippe Lemaistre (France)
UNWTO/HHRR/VAC/05/TECO/2016	Programme Coordinator (P.3) Technical Cooperation Programme	Ms. Vanessa Satur (Spain)
UNWTO/HHRR/VAC/02/SDTR/2016	Programme Officer (P.1), Sustainable Development of Tourism Programme	Ms. Virginia Fernández- Trapa (Spain)
UNWTO/HHRR/VAC/06/BDFN/2015	Programme Officer (P.1) Budget and Finance Programme	Ms. Anastasia Gibbons (United Kingdom)
UNWTO/HHRR/VAC/01/RPAF/2016	Programme Officer (P.1), Regional Programme for Africa	Ms. Lydia Bebekum (Germany)
UNWTO/HHRR/VAC/07/ESDT/2016	Senior Programme Assistant (G.6), Ethics and Social Responsibility Programme	Mr. Igor Stefanovic (Bosnia and Herzegovina)

UNWTO/HHRR/VAC/03/GESE/2016	Senior Programme Assistant (Travel) (G.6), General Services Programme	Ms. Egle Miskinyte (Lithuania)
UNWTO/HHRR/VAC/04/GESE/2016	Office Assistant (G.2), General Services Programme	Mr. Pedro de Miguel (Spain)

9. Currently two vacancies have been published: Programme Officer (P.1), Affiliate Members Programme and Senior Programme Assistant (G.6), General Services Programme. The deadline for submission of applications is closed in all the above vacancies and the selection processes are in progress.

Update of the Professional Growth Plan

10. The Professional Growth Plan (Phase 5) was carried out in 2016 and the resulting decisions were implemented in the first quarter of 2017. As in the previous phases, implementation has been done on the basis of the approved posts, the grade level and generic job profile, and the outcome of the annual performance evaluation plan.

Officials on loan

11. Also in 2016, there was an increasing interest of Members States in the Organization's capacity building option whereby tourism experts and officials may be sent by a Member State, on a non-reimbursable loan basis, to participate in the activities of the Secretariat for a set period of time. This arrangement is formally being done through a Memorandum of Understanding.

Junior Professional Officers (JPO)

12. The UNWTO has concluded with the UNDP an Agreement concerning the management of the UN-wide Junior Professional Officer Programme. The proposed list of identified JPO posts is reflected below. Interested Member States may place their young professionals at UNWTO for 1-3 years by financing the post through this framework agreement.

Programme	Title of the JPO Post	Grade
Office of the Secretary-General	Associate Legal Officer	P.2
Communications and Publications	Associate Media Officer	P.2
Budget and Finance Programme	Associate Budget and Finance Officer	P.2
Office of the Executive Director for Member Relations	Associate External Relations Officer	P.2
Statistics, Trends and Policy	Associate Statistics Officer	P.2
UNWTO Liaison Office at Geneva	Associate Liaison Officer	P.2
Technical Cooperation	Associate Technical Cooperation Officer	P.2
Programme and Coordination	Associate Programme and Coordination Officer	P.2

United Nations matters

13. Further to the UN General Assembly resolution A/RES/70/244 on the discontinuation of the freeze on the increases of allowances effective 1 January 2016, the International Civil Service Commission has issued an amendment to the salary scale for General Services to implement that decision effective 1 October 2016 (date of the interim adjustment for Madrid, Spain).

14. In accordance with the United Nations General Assembly resolutions 70/244 and 71/264, the new compensation package for staff in the professional category and above in the UN common System is being implemented in UNWTO since January 2017. The dual salary scale, composed of a dependency rate and a single rate of salary, was replaced by a unified salary scale without regard to dependency status for all staff members in the Professional and higher categories. Separate allowances for spouse and single parents have been introduced.

15. An ICSC Place-to-Place survey was carried out in Madrid during October 2016 to evaluate expenditure patterns and other characteristics of the households of staff in the professional and higher categories in comparison with the cost-of-living in New York. 98% of eligible staff participated in the survey. From that figure, 80% were used for the estimation of **housing** related characteristics and 86% for the **household** related characteristics. The outcome of the survey, which will have an effect on the salaries of staff in the professional category and higher through any changes of the Post Adjustment in Madrid will be announced by ICSC during 2017.

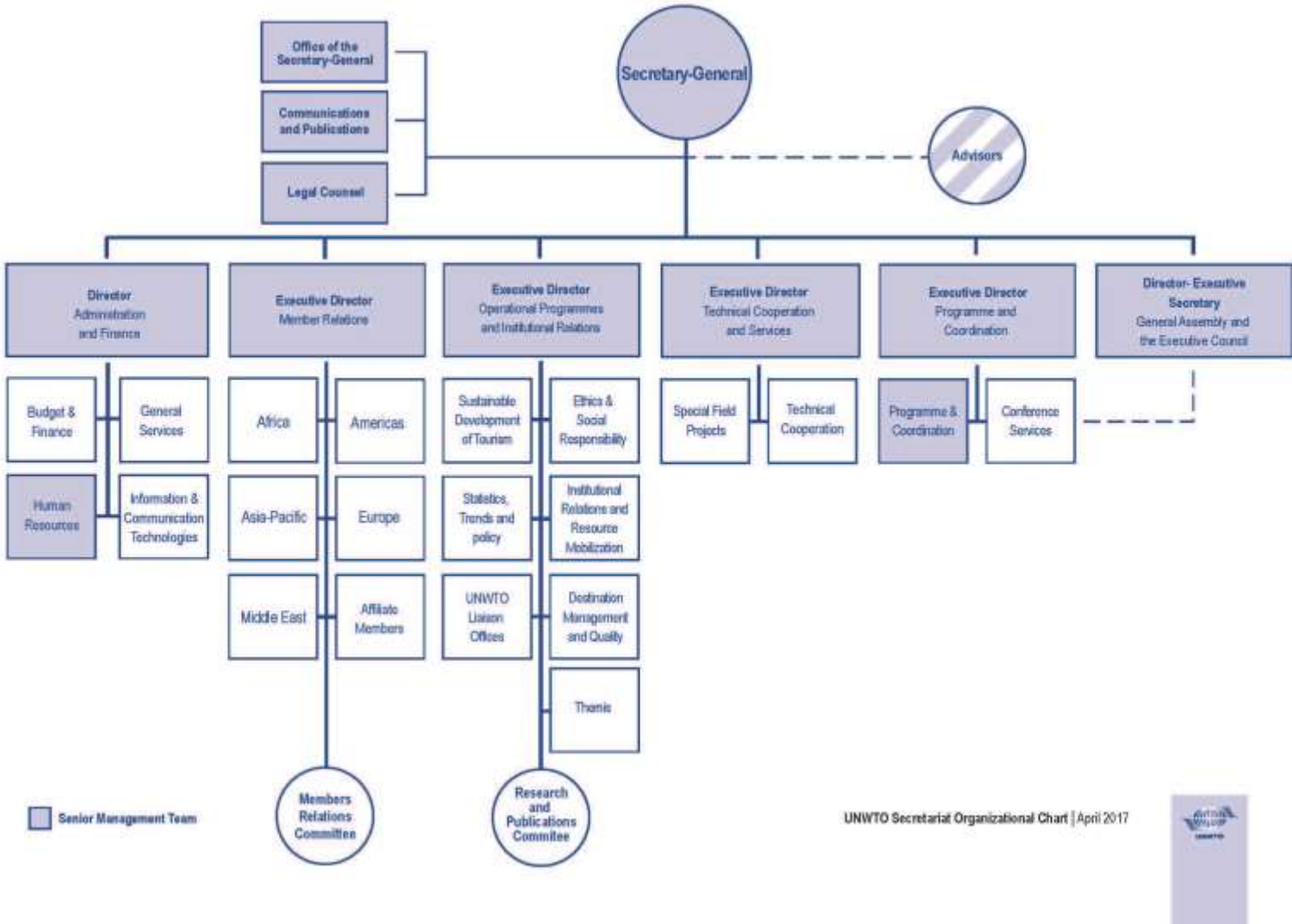
16. While the Organizations in the UN common system have attempted since decades to improve the gender balance through special measures, a milestone achievement is to be attributed to the United Nations System Wide Action Plan for Gender Equality and the Empowerment of Women (UN-SWAP). Its target was to achieve gender parity within the United Nations system by 2017. The whole United Nations system was called to engage in its roll out. Important aims are to improve gender balance especially at higher employment levels in the Organizations but also integrate gender consideration in the programmatic areas through developing and implementing measures and indicators. The UNWTO completed in 2017 for the first time a SWAP report of 2016 and would like to inform its Governing Bodies that it intends to fully join in the current UN effort led by the new UN Secretary-General to achieve gender parity at all levels.

III. Actions to be taken by the Executive Council

17. The Executive Council is invited:

- (a) To take note of the information provided on the human resources of the Organization;
- (b) To express its satisfaction at the work currently being carried out by those persons in the service of the Organization and their contribution to its Programme of Work, especially in view of the rising demands made on the Organization with its limited resources;
- (c) To encourage Member States to send concrete proposals to the Secretariat for the financing of Junior Professional Officers at UNWTO, through the UNDP framework agreement; and
- (d) To thank the Ethics Officer for the work carried out, as presented in his report, and to take note of the ongoing implementation of the ethics functions.

Annex I: UNWTO Secretariat Organizational Chart



Annex II: Report of the Ethics Officer on the activities conducted by the UNWTO Ethics Office in 2016

Through an Information Note (NI/01/17) dated 3 January 2017, the Secretary-General informed of his decision to designate Mr Eugenio Yunis, Member of the World Committee on Tourism Ethics, as UNWTO's Ethics Officer effective 1 January 2017 to continue the important mandate to promote the highest standards of integrity and to foster a culture of ethics, transparency and accountability within UNWTO.

Activities of the UNWTO Ethics Office in 2016**Annual Report of the Ethics Officer**

The present report is provided to the Secretary-General of the World Tourism Organization (UNWTO). The report covers the period from 1 January to 31 December 2016.

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I. Introduction

1. The present report is the fourth since the establishment of the Ethics Office as a separate entity in UNWTO.
2. In accordance with the Ethics Office mandate to promote the highest standards of integrity and to foster a culture of ethics, transparency and accountability within UNWTO, the present report provides an overview and assessment of the work of the Ethics Office in relation to its areas of responsibility over the reporting period.

II. Background and general information

3. During its ninety-fourth session in Campeche, Mexico, the Executive Council of UNWTO, by decision 12 (XCIV), endorsed the proposal of the Secretary-General to further apply ethical standards at

UNWTO and in particular, to establish an ethics function, in line with the White Paper Implementation Plan and the benchmarks applied by the United Nations. The Ethics Function is aimed at promoting an ethical organizational culture based on integrity, accountability, transparency and respect. It is an internal personnel integrity management system, and as such, it is not directly linked with the activities of Ethics and Social Dimension of Tourism programme or the Global Code of Ethics for Tourism.

4. The Executive Council also approved the Secretariat's proposal to insource the Ethics function to the United Nations Office for Project Services (UNOPS). Pursuant to that request, the Secretary-General concluded an agreement with the Executive Director of UNOPS in December 2012, the agreement being effective from 1 January 2013. The agreement was terminated by UNWTO effective 31 December 2016.

5. The agreement specified that UNOPS would establish an ethics function in UNWTO during 2013, to include the standards suggested by the United Nations Joint Inspection Unit (JIU) in its report Ethics in the UN System (JIU/REP/2010/3), with the addition of discretionary functions, as follows:

JIU suggested standards:

(a) Ethics function established by a decision of the legislative body.

(b) Terms of reference of ethics function to include:

- (i) Development and dissemination of ethics standards;
- (ii) Development and implementation of mandatory ethics training;
- (iii) Provision of confidential ethics advice and guidance to all personnel of the organization whatever their contractual status;
- (iv) Administering the organization's policy for the protection of staff against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations (so-called "whistle-blower protection policy");
- (v) Administering the organization's financial disclosure programme.

Additional functions agreed:

- (i) Receiving complaints of unethical conduct, including harassment, and advising on whether there appears to be a *prima facie* case thereof, and suggesting to management the best approach for handling the case;
- (ii) Using the ethics hotline to receive not just ethical issues in a narrow (i.e. JIU suggested) sense, but to receive all reports or complaints of misconduct, with appropriate referral;
- (iii) Assisting on mediating between staff if requested by the SG; and/or
- (iv) Assisting in the identification of suitable investigators where cases necessitate an investigation.

6. Following the agreement with UNOPS, David Mitchels (Ethics Officer, UNOPS) was designated by the Secretary-General as UNWTO's Ethics Officer. Pursuant to the termination of the agreement effective 31 December 2016, Ms Alicia Gomez, Legal Officer, will act as Officer-in-Charge, Ethics Office, until a new Ethics Officer is appointed.

7. The Ethics Officer reports directly to the Secretary-General, providing him with an annual report about the activities of the office.

8. In accordance with its core mandates, the Ethics Office assists the Secretary-General in ensuring that all personnel conduct themselves with integrity and professionalism and uphold the Charter of the United Nations. The Office furthermore seeks to nurture and sustain an organizational culture committed to ethics and accountability, with the aim of enhancing both the credibility and effectiveness of the United Nations.

III. Activities of the Ethics Office during 2016

9. During 2016, all the activities required by the agreement between UNWTO and UNOPS, as described in the boxes shown under paragraph 5 above, were provided.

10. Specifically, the Ethics Office's areas of responsibility now collectively support the Office's strategic objective of promoting an ethical organizational culture in order to enhance organizational integrity, accountability, efficiency and productivity.

A. Financial disclosure programme

11. The Ethics Office is mandated to administer the UNWTO financial disclosure programme (FDP) pursuant to Secretary-General's Circular NS/774, promulgated in Madrid on 22 November 2013, as a means of identifying, managing and mitigating personal conflicts of interest risks in pursuit of strengthening public trust in the integrity of the organization. Pursuant to the Secretary-General's Circular, and to advice from the Ethics Officer, personnel identified to be within the categories listed in the Circular were required in 2016 to file annual disclosure statements.

12. In 2016, twelve members of the staff were identified under the Circular. All filed. Of these twelve, there were eleven staff (or 91%) where no actual conflict of interest was found. The remaining staff member had a relative working in the UN system, so there was a possibility of a conflict of interest. However, on review, no actual conflict was found.

B. Protection of staff against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations

13. On 14 June 2013, the Secretary-General promulgated Secretary-General's Circular NS/768 on 14 June 2013. The aim of the Circular is as follows:

- (i) encouraging and protecting staff members who disclose information relating to misconduct that may not otherwise be discovered or cooperate with a duly authorized fact-finding activity;
- (ii) ensuring the Organization can effectively address such cases and manage risks; and
- (iii) ensuring the Organization functions in a transparent and accountable manner with the objective of enhancing good corporate governance.

14. The Office receives complaints of retaliation and conducts preliminary reviews to determine whether a complainant engaged in a protected activity and if so, whether the protected activity was a contributing factor to the alleged retaliation. In the event that on the basis of its preliminary review the Office determines that there is a *prima facie* case of retaliation, the matter is referred for formal investigation.

15. Pending the completion of a referred investigation, the Ethics Office may recommend to the Secretary-General that interim protection measures be implemented to safeguard the interests of the complainant. The Office will make a final recommendation to the Secretary-General for his determination subsequent to receipt and assessment of the completed investigation report and evidential materials.

16. The effective implementation of the protection against retaliation policy remains an essential means of promoting an organizational culture that encourages staff to speak out against behaviour that places the reputation and standing of UNWTO at risk. In addition to the thorough and timely review of received retaliation complaint cases, the Office will continue to articulate the purpose, scope and availability of the protection-against-retaliation-policy to staff. The Office considers raising awareness of the policy to be one means of preventing retaliation.

17. During November 2016, the Ethics Officer received one formal request for protection from retaliation under the Circular. On assessment, the Ethics Officer determined that there was not a *prima facie* case.

18. The Ethics Officer also received two allegations of misconduct against two staff members. The Ethics Officer assessed those reports, and, in December 2016, passed them to the Secretary-General with his recommendations for action.

C. Outreach, training and education

19. In order to acquaint personnel with the ethics function, and the process for setting it up, the Secretary-General issued Circular NS/762 on 27 February 2013, entitled "Establishment of an Ethics Function". This Circular explained to personnel the importance of the function, how and why it came to be established in UNWTO, and what its terms of reference were. Pursuant to the Secretary-General's Circular, the Ethics Officer issued Communication 1/13 on 13 March 2013, introducing himself and the Office to personnel, and informing them of the functions that the office would perform. Contact details were provided, specifically a confidential telephone line, and a confidential email address. Additionally, in 2016, the Ethics Officer was present in the HQ building, and available to any UNWTO personnel who wished to speak to him. Some indeed took advantage of this opportunity.

20. The ethics intranet pages allow all personnel at UNWTO to see the mandate of the office, its terms of reference, and to obtain advice on specific ethical issues. Online ethics training was provided via the online learning programme "Integrity Awareness Initiative", which is directed at personnel at all levels and focuses on core values and the standards of integrity to be observed within the workplace environment. This training was made available to all personnel of UNWTO via a link on the intranet.

D. Advice and guidance

21. The ethics advisory function is a key element in the United Nations efforts to protect and bolster its reputation and standing. Pursuant to its advisory mandate, the Office provides confidential ethics advice and guidance to UNWTO personnel, management, and departments and offices in order to ensure that decision-making is consistent with the values, principles and rules of the United Nations.

This function serves to prevent, mitigate and resolve actual or perceived conflicts of interest, and in so doing enhances the integrity of UNWTO and its personnel. Dedicated telephone and email help-lines have been made available for confidential advice during 2016.

22. Advice and guidance provided by the Ethics Office during the reporting period included clarification or interpretation of the UNWTO regulations, rules and standards concerning prohibited or restricted activities, and the situation and rights of collaborators in the organisation, and of course ethical dilemmas, including receipt of gifts and travel benefits. Through inter-agency consultation and coordination with the Secretary-General, the Director of Administration, the Head of Human Resources, the Legal Office and the Staff Association Committee (SAC), the Ethics Office has sought to ensure consistent approaches to the interpretation and implementation of organizational standards.

IV. The Ethics Network of Multi-Lateral Organizations

23. In accordance with the United Nations' ongoing promotion of system-wide collaboration on ethics-related issues, including with United Nations specialized agencies and other interested entities, the United Nations Ethics Network was established on 21 June 2010. The Ethics Network was founded within the framework of the Chief Executives Board for Coordination (CEB) in order to promote system-wide collaboration and coherence in the area of ethics and integrity, with the participation of ethics officers and related professionals from the United Nations Secretariat and funds and programmes, the United Nations specialized agencies, and international financial institutions.

24. UNWTO hosted the Annual Meeting of the Ethics Network of the Multi-Lateral Organisations (ENMO) at its Madrid HQ from 12 through 15 July 2016. With the kind assistance of UNWTO staff, the UNWTO Ethics Officer, as ENMO's Vice-Chair, organised the meeting. The Chair of ENMO (Mr Abdihamid M. Mao, Senior Integrity Specialist at the Islamic Development Bank) and the members of ENMO (the heads of ethics officers of the UN, the UN Funds and Programmes, the UN specialised agencies, the World Bank, the IMF, the regional development banks and some other specialised multi-lateral organisations, e.g. OSCE) thanked UNWTO for hosting a very successful meeting.

25. Full information on the work of the Ethics Network is provided in the Report of the United Nations Secretary-General to the General Assembly of the United Nations on the Activities of the Ethics Office (document A / 70 / 307).

26. UNWTO also hosted the annual face-to-face meeting of the Ethics Panel of the United Nations (EPUN) on 12 July 2016. The Chair of EPUN (Ms Elia Armstrong, Director, UN Ethics Office, UN Secretariat, New York), and the members (the heads of the ethics offices of UNDP, UNFPA, UNICEF, UNOPS, WFP, UNRWA and UNHCR) thanked UNWTO and their staff for making the arrangements.

David Mitchels
Ethics Officer, UNWTO

31 December 2016