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Administrative and statutory matters

(e) Report on the Joint Inspection Unit (JIU) in the context of the White Paper

I. Introduction

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 second Council session of each year. 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 reform of the Organization.

II. JIU reports issued in 2016

4. The titles of 2016 reports and corresponding links to JIU's website are:
 - (a) [JIU/REP/2016/1](#): "Review of Management and Administration in the International Telecommunication Union (ITU)"
 - (b) [JIU/REP/2016/2](#): "Succession Planning in the United Nations System Organizations"
 - (c) [JIU/REP/2016/3](#): "Comprehensive review of United Nations system support for small island development states: Initial"
 - (d) [JIU/REP/2016/4](#): "Fraud prevention, detection and response in United Nations system Organizations".
 - (e) [JIU/REP/2016/5](#): "Evaluation of the Contribution of the UN Development System to Strengthening National Capacities for Statistical Analysis and Data"



Collection to Support the achievement of the MDGs and other Internationally Agreed Goals”.

- (f) [JIU/REP/2016/6](#): “Meta-Evaluation and Synthesis of United Nations Development Assistance Framework Evaluations, with a particular focus on Poverty Eradication”
- (g) [JIU/REP/2016/7](#): “Comprehensive review of United Nations system support for small island developing States: final findings”.
- (h) [JIU/REP/2016/8](#): “State of the internal audit function in the United Nations system”
- (i) [JIU/REP/2016/9](#): “Safety and security in the United Nations system”
- (j) [JIU/REP/2016/10](#): “Knowledge management in the United Nations system”
- (k) [JIU/REP/2016/11](#): “Administrative support services: the role of service centre in redesigning administrative service delivery”

5. The JIU issued eleven reports in 2016, producing a total of 84 recommendations, of which 34 are seen as relevant to the UNWTO. The Annex to this document presents recommendations issued in 2016, their status in the UNWTO and, for those relevant, their proposed actions and corresponding reporting to the JIU.

6. In addition, the JIU produced one management letter addressed to the UNWTO ([JIU/ML/2016/3](#)) on the review of the acceptance and implementation of the JIU recommendations to the UNWTO. The report describes current processes, including the provision of these reports to the Executive Council and also requests that an annual update of the status of pending recommendations be provided, which is done through the White Paper review.

III. Actions to be taken by the Executive Council

7. The Executive Council is invited:

- (a) To take note of the reports and the management letter issued by the Joint Inspection Unit in 2016 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, also in line with the JIU Management Letter in 2016;
- (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 in 2016; 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: Recommendations issued by the Joint Inspection Unit in 2016
JIU/REP/2016/1: Review of Management and Administration in the International Telecommunication Union (ITU)

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	The Secretary-General should review the framework of the management committees to ensure synergy and complementarity and avoid duplication in their mandates, notably by updating the existing, or creating new, terms of reference as necessary.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable
2	The Secretary-General should conduct an in-depth analysis of the efficiency and the effectiveness of management functions and administrative support services in all components of the Union, taking into account the specificities and needs of each Sector, and report the results and proposals to the Council in the context of the elaboration of the ITU budget for the biennium 2018-2019.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable
3	The Secretary-General should finalize and present for endorsement by the Council at its 2017 session a coordination and cooperation strategy in areas of mutual interest to the General Secretariat and the three Sectors, as requested by Member States in resolution 191 (Busan, 2014), and report annually to the Council on its implementation	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable
4	The Secretary-General should further develop and consolidate the core elements of accountability into a stand-alone accountability framework, present it to the Council for endorsement at its 2017 session, and report annually on its implementation.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable
5	The Secretary-General should develop a comprehensive plan to improve the stability and the predictability of the financial base of the Union, integrating options for increasing revenues and cost-saving proposals, and present it to the Council for endorsement at its 2017 session.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable
6	The Secretary-General should finalize and present to the Council for endorsement at its 2017 session, and regularly update thereafter, a risk management policy comprising all the elements of a systematic and comprehensive corporate risk management framework, and report annually to the Council on its implementation.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable

7	The Secretary-General should develop and present to the Council for endorsement at its 2017 session an action plan with specific targets, indicative timelines and monitoring measures aimed at improving geographical representation in the Professional category and above within each component of the Union, and report annually to the Council on its implementation.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable
8	The Secretary-General should present to the Council for endorsement at its 2017 session an action plan to complement the Gender Equality and Mainstreaming Policy, with specific targets, indicative timelines and monitoring measures to improve gender balance, especially at senior management level, within each component of the Union, and report annually to the Council on its implementation.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable
9	The Secretary-General should develop and present to the Council for endorsement at its 2017 session a comprehensive policy on the use of non-staff personnel and provide to the Council an annual consolidated and analytical report on its implementation within each component of the Union.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable
10	The Secretary-General should ensure that human resources processes, such as recruitment, appointment and promotion, are covered by formal procedures included in the regulatory framework and are consolidated by the end of 2017 into a comprehensive human resources handbook.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable
11	The Secretary-General should present to the Council for endorsement at its 2017 session an updated version of the Information Technology and Information Management Strategy, encompassing all dimensions of information management and report annually to the Council on its implementation.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable
12	The 2018 Plenipotentiary Conference should ensure that the role of the regional presence in achieving "One ITU" is mainstreamed in the Strategic Plan of the Union, and the Council should ensure that this role is appropriately cascaded down into the operational plans of each Sector.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable

JIU/REP/2016/2: Succession Planning in the United Nations System Organizations

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 exercise their oversight role and examine the causes for the lack of, and/or the delay in, the introduction of formal succession planning in their respective organizations, including the adequacy of current funding; and request the executive heads of these organizations to develop formal succession planning without any further delay, by the end of 2017.	The UNWTO requires departing staff to complete a handover report explaining duties, responsibilities and status of main issues. Further, there is a established HR process for checkout. In addition, program teams are briefed on colleagues' responsibilities	Implement HR policies in place	accepted, implemented
2	The executive heads of the United Nations system organizations, who have not yet done so, should instruct their human resources management offices to develop and implement appropriate frameworks for succession planning strategies, and devise appropriate guidelines on the succession planning process without any further delay, by the end of 2017.	The UNWTO requires departing staff to complete a handover report explaining duties, responsibilities and status of main issues. Further, there is a established HR process for checkout. In addition, program teams are briefed on colleagues' responsibilities	Implement HR policies in place	accepted, implemented
3	The executive heads of the United Nations system organizations should instruct their human resources management offices to adopt the benchmarks set out in the present report with a view to ensuring that their organizations have a sound succession planning process, and should report on the progress made to their legislative/governing bodies.	The UNWTO requires departing staff to complete a handover report explaining duties, responsibilities and status of main issues. Further, there is a established HR process for checkout. In addition, program teams are briefed on colleagues' responsibilities	Implement HR policies in place	accepted, implemented
4	The Secretary-General of the United Nations, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, should ensure that succession planning is reinstated as a main agenda item of the Human Resources Network of the High-level Committee on Management, and given the utmost attention and most serious consideration in the future sessions of the Network.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable

JIU/REP/2016/3: Comprehensive Review of United Nations System Support for Small Island Development States: Initial Findings

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	The Secretary-General should ensure that DESA and OHRLLS establish a joint system to plan, monitor and report on their activities, including reference to resources allocation in relation to their respective mandates, measured against expected results in line with the results-based principles in General Assembly resolution 70/8 on programme planning, and that the information is made available to Member States and United Nations system partners supporting SIDS.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not Applicable
2	The General Assembly, based on a transparent and clearly substantiated needs assessment prepared by the United Nations Secretariat, should consider the needs resulting from the evolving mandates given to the Secretariat's programmes and subprogrammes and ensure the allocation of resources required to adequately respond to the mandates in support of the sustainable development agenda of SIDS.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not Applicable
3	The Secretary-General should ensure that the report on "Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for Further Implementation of the Programme of Action for the Sustainable Development of the Small Island Developing States" builds upon the work of the Inter-Agency Consultative Group on Small Island Developing States, adequately reflecting the support provided by the entire United Nations system, and includes a section on the collaboration between OHRLLS and DESA, as well as a section on the strategy and vision to foster sustainable development of SIDS, so as to provide Member States with a strategic document to monitor and assess progress made and gaps to be addressed as priorities for a more effective implementation of the SAMOA Pathway and the 2030 Agenda for Sustainable Development.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not Applicable
4	The Secretary-General should ensure that DESA and OHRLLS, in close consultation with all United Nations system entities supporting the SIDS agenda and members of the Inter-Agency Consultative Group on Small Island Developing States, undertake a reform of the Group to clarify its role, programme of work, criteria for membership and outreach to stakeholders.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not Applicable

JIU/REP/2016/4: Fraud Prevention, Detection and Response in United Nations System Organizations

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	The Secretary-General of the United Nations and the executive heads of other United Nations system organizations should, in the framework of the Chief Executives Board (CEB), adopt common definitions regarding fraudulent, corrupt, collusive, coercive, and obstructive practices and present these to their respective legislative and governing bodies for endorsement. In this regard, the definitions used by the multilateral development banks should be considered for adoption. Concurrently, a joint statement with a clear and unambiguous position on fraud should be adopted by the CEB to set an appropriate “tone at the top” on a system-wide basis.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not Applicable
2	The executive heads of the United Nations system organizations, if they have not already done so, shall develop a corporate anti-fraud policy for their respective organizations or update an existing one, taking into account leading practices in the public and private sectors. The policy should be presented to the legislative and governing bodies for information, adoption and/or endorsement and should be reviewed and updated regularly.	The UNWTO has adopted ICSC's standards of conduct and staff regulations provide adequate framework for their application. Further, UNWTO has an ethics function with the capacity to intervene on staff misconduct, including alleged fraud cases. In addition, the External Auditors are provided in the context of the audit of UNWTO accounts a report on cases of fraud or alleged fraud	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Accepted, implemented
3	The executive heads of the United Nations system organizations should take expeditious action to designate an overall corporate manager or entity at senior level to be the custodian of the anti-fraud policy and be responsible for the implementation, monitoring and periodic review of the policy.	The Ethics Officer reports on an annual basis on the implementation of its function, including alleged fraud cases. Further, UNWTO audited financial statements provide on an annual basis a report on any case of fraud	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Accepted, implemented

4	On the basis of a comprehensive needs assessment, the executive heads of the United Nations system organizations should establish a dedicated anti-fraud training and fraud awareness strategy for all members of the organization. At a minimum, anti-fraud training should be mandatory for staff in functional areas most prone to fraud and staff operating in fragile and high-risk field environments.	UNWTO is a HQ based organization with limited financial risks due to the nature of its programs. Anti-fraud awareness is part of ethics training	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Accepted, implemented
5	The executive heads of the United Nations system organizations should, if they have not already done so, conduct a comprehensive corporate fraud risk assessment, as an integral part of their enterprise risk management system or as a separate exercise, addressing fraud risks at all levels of their respective organization, including headquarters and field offices, as well as internal and external fraud risks. Such assessments shall be conducted at least biennially at the corporate level, and more frequently, based on need, at the operational level.	UNWTO has no specific enterprise risk management system on account of its size, being HQ-based and the nature of its operations. A review of fraud risks could be discussed with the External Auditors on the occasion of the financial audit	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Accepted, implemented
6	The executive heads of the United Nations system organizations, if they have not already done so, should develop organization-specific comprehensive anti-fraud strategies and action plans for implementing their respective fraud policies. Such anti-fraud strategies should be based on the organization's corporate fraud risk assessments and shall be an integral part of the overall organizational strategies and operational objectives. Based on the level of fraud risk, proportionate resources should be dedicated to operationalize the strategies and action plans.	UNWTO has no specific enterprise risk management system on account of its size, being HQ-based and the nature of its operations. A review of fraud risks could be discussed with the External Auditors on the occasion of the financial audit	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Accepted, implemented
7	The executive heads of the United Nations system organizations, if they have not already done so, should initiate a review of their internal control framework to ensure that proportionate anti-fraud controls do exist and that fraud risks identified in the fraud risk assessments are adequately addressed in the internal control frameworks.	UNWTO has no specific enterprise risk management system on account of its size, being HQ-based and the nature of its operations. A review of fraud risks could be discussed with the External Auditors on the occasion of the financial audit	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Accepted, implemented

8	When introducing or updating statements of internal controls, the executive heads of the United Nations system organizations should ensure that the statements address the adequacy of organization-wide anti-fraud controls, in accordance with good practices and applicable international standards. In the absence of a formal statement of internal controls, executive heads should certify in their annual reports to legislative and governing bodies that their organization has in place proportionate anti-fraud controls based on fraud risk assessments, and that appropriate fraud prevention, detection, response and data collection procedures and processes exist.	UNWTO has no specific enterprise risk management system on account of its size, being HQ-based and the nature of its operations. Statement of assurance of annual report of the accounts is based on current IPSAS requirements, its language could be reviewed if new standards were adopted	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Accepted, implemented
9	The executive heads of the United Nations system organizations should instruct their legal offices to review and update the legal instruments for engaging third parties, such as vendors and implementing partners, with particular attention to anti-fraud clauses and provisions.	UNWTO contracts include anti-fraud clauses	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Accepted, implemented
10	The executive heads of the United Nations system organizations should ensure that proportionate fraud prevention and detection capabilities are an integral part of automation systems' functionalities, including automated activity reports and data-mining modules in their respective enterprise resource planning systems (ERPs).	UNWTO does not have a commercial ERP as its size does not justify such expense. A modular IT system (Athena) for financial management is being developed and implemented for basic functionalities	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Not Applicable
11	The executive heads of the United Nations system organizations, if they have not already done so, should revise their whistle-blower policies with a view to adopting good practices, and extend the duty to report fraud and other misconduct to contract employees, United Nations volunteers, interns and other non-staff, as well as to third parties, including vendors, suppliers, and implementing partners.	The Ethics Function includes whistle-blower protection	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Accepted, implemented
12	The executive heads of the United Nations system organization, if they have not already done so, should implement the good practice of establishing a central intake mechanism for all fraud allegations in their respective organizations. In the interim, for organizations with decentralized intake mechanisms, immediate action should be taken to: (a) establish an obligation for decentralized intake units to report to a central authority any allegations received, ongoing cases under investigation and closed cases, indicating the action taken; and (b) establish formal intake procedures and guidelines, including: clear criteria for the preliminary assessment, the official, officer function authorized to make the assessment, the process to be followed and the arrangements for reporting on the results of the preliminary assessments.	The Ethics Function includes whistle-blower protection. The system described is not seen as warranted for the UNWTO due to its size and nature of operations	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Not Applicable

13	The executive heads of the United Nations system organizations, in consultation with the audit advisory committees, should ensure that the investigation function of their respective organizations establishes key performance indicators for the conduct and completion of investigations, and has adequate capacity to investigate, based on a risk categorization and the type and complexity of the investigations.	The UNWTO has not been involved in such case thus far. If it were necessary, ad hoc measures would be adopted based on UN standards	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Not Applicable
14	The executive heads of the United Nations system organizations, in consultation with the Office of Legal Affairs (OLA) of the United Nations, and their respective legal offices, should strengthen existing protocols and procedures for referrals of fraud cases (and other misconduct) to national enforcement authorities and courts for criminal and civil proceedings, as well as for asset recovery, and ensure that referrals are done in a timely and effective manner.	The UNWTO has not been involved in such case thus far. If it were necessary, ad hoc measures would be adopted based on UN standards	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Not Applicable
15	The executive heads of the United Nations system organizations should present to their legislative and governing bodies on an annual basis a consolidated and comprehensive management report on the performance of anti-fraud activities, based on key performance indicators. The report shall include, inter alia, the level of fraud exposure, status of compliance with anti-fraud policies, fraud statistics, sanctions imposed, fraud losses and recovery of assets, and lessons learned.	The Ethics Officer reports on an annual basis on the implementation of its function, including alleged fraud cases. This mechanism is seen adequate for the size and complexity of UNWTO operations	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Accepted, implemented
16	The legislative and governing bodies of the United Nations system organizations should: place on their respective agendas a permanent or standing item relating to fraud prevention, detection and response; review on an annual basis the consolidated and comprehensive management report presented by the executive head on anti-fraud policy and activities; and provide high-level guidance and oversight on fraud-related matters.	The report of the Ethics Officer appears as an Agenda item of the Executive Council in an annual basis under Human Resources matters	Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations	Accepted, implemented

JIU/REP/2016/5: Evaluation of the Contribution of the UN Development System to Strengthening National Capacities for Statistical Analysis and Data to Support the Achievement of the MDGs and other internationally agreed goals

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	The General Assembly, in the context of the 2017-2020 quadrennial comprehensive policy review, should make national statistical capacity development a major strategic priority of the United Nations system entities addressing production, dissemination and use of official statistics, and should call on all Member States to redirect the financial resources necessary to support all three areas.	UNWTO has the Committee on Tourism Statistics and Tourism Satellite Account, composed of Member States and other stakeholders, and supported by its Secretariat: the UNWTO Statistics, Trends and Policy Programme (STP). The UNWTO PoW includes statistical capacity building and technical assistance.	Implement UNWTO's POW	Accepted, implemented
2	The General Assembly, in the context of the 2017-2020 quadrennial comprehensive policy review and the follow-up to the 2030 Agenda, should reaffirm that the principal goal of United Nations system support for national statistical capacity development is the use of national statistics for supporting the achievement of national development goals, including the Sustainable Development Goals, and in this regard, requests United Nations system organizations to make all efforts to support achievement of this goal.	The Manila Call for Action on Measuring Sustainable Tourism has been adopted which calls upon all actors to facilitate the necessary means and resources for the development and subsequent in-country implementation of the Measuring Sustainable Tourism Framework, and stresses the need for capacity building.	Implement UNWTO's POW on Statistics	Accepted, under implementation
3	Executive heads of United Nations entities that work on national statistical capacity development should establish a network (a working group or task force) that will bring together the different entities' policy, programme and statistics departments in order to define how to better support more effective use of statistics by national stakeholders to achieve national development goals and should develop systemwide guidance for United Nations system entities on this issue.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Accepted, under implementation

4	The General Assembly should request the Secretary-General, in the context of the 2017-2020 quadrennial comprehensive policy review and the follow-up to the 2030 Agenda, to develop a strategic framework for the next five years regarding United Nations system integrated support for national statistical capacity development at the global, regional and country levels, setting out the roles and areas of work for entities at all three levels.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Accepted, under implementation
5	The General Assembly, in the context of the 2017-2020 quadrennial comprehensive policy review, should ensure that national statistical capacity development is a strategic area of support for all United Nations country teams, recognizing that the role will vary significantly between countries as determined by the national authorities.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Accepted, under implementation

JIU/REP/2016/6: Meta-Evaluation and Synthesis of United Nations Development Assistance Framework Evaluations, with a particular focus on Poverty Eradication

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	The Secretary-General should, in consultation with the Chief Executives' Board for Coordination as appropriate, revise, through the United Nations Development Group, programming guidance for the United Nations Development Assistance Framework to emphasize the centrality of the active participation of Member States, especially programme countries, throughout the design and subsequent implementation and evaluation. This revised guidance for country teams and Resident Coordinators' Offices should lay out clear guidelines and systematic approaches for interaction with officials of the Governments of the respective programme country and sensitization on programming principles related to their national development priorities and plans; and, introduce a more systematic approach to mainstream the programming principles into the Framework process.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable

2	The General Assembly should, through the quadrennial comprehensive policy review process, encourage Member States, especially programme countries, to more fully participate in the United Nations Development Assistance Framework process at the country level by means of early engagement during the development of upcoming Frameworks and participation to the fullest extent throughout their implementation, monitoring and evaluation. The Economic and Social Council should, within the quadrennial comprehensive policy review process, keep under constant review and monitor the measures taken by the United Nations country teams to facilitate the engagement of the programme countries throughout the Framework cycle, including its evaluation.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable
3	The Secretary-General should, in consultation with the Chief Executives' Board for Coordination as appropriate, initiate, through the United Nations development Group, a process for sensitizing and specifically instructing Resident coordinators on the importance of the United Nations Development Assistance Framework evaluation process as a critical element in the overall United Nations country-level planning processes; and, specifically, for requiring Resident Coordinators to develop an action plan and timetable for conducting Framework or follow-up evaluations on instruments, for example, sustainable development frameworks, and to integrate the conduct of Framework evaluations into the performance management framework of the Resident Coordinators.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable
4	The Secretary-General should, in consultation with the Chief Executives' Board for Coordination as appropriate, request other United Nations agencies to coordinate their evaluation activities at the country level so that such activities can be better integrated into the United Nations Development Assistance Framework evaluation process.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable

5	The Secretary-General should, in consultation with the Chief Executives' Board for Coordination as appropriate, revisit, through the United Nations Development Group, the 2010 evaluation guidelines and subsequent direction in the light of the findings of the present report, with a view to strengthening their methodological rigour and design and to increasing the rate of compliance; in particular, the modified guidance should:(a) Emphasize the requirement for actionable recommendations with a clear target audience and time frame for implementation that comply with the United Nations Evaluation Group norms and standards;(b) Document the mainstreaming of the Framework programming principles and, in particular, those relating to environmental sustainability;(c) Utilize a robust valuation design based on multiple data sources, in addition to desk-based (document) reviews and stakeholder interviews.	UNWTO follows CEB's guidance	UNWTO follows CEB's guidance	Not Applicable
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JIU/REP/2016/7: Comprehensive Review of United Nations System Support for Small Island Developing States: Final Findings

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	The governing bodies of the United Nations system and of the multilateral environment agreements, taking into account the findings of the comprehensive review, should give precise system-wide coordinated guidance to the organizations so as to ensure that the priorities of the SAMOA Pathway are mainstreamed in the strategic plans, within the realm of the organizations' mandates, and should encourage all stakeholders to make sufficient and predictable resources available for the effective and accelerated implementation of the Pathway.	The UNWTO is following developments on SIDS	Consider appropriate actions in UNWTO's POW	Accepted, under consideration

2	The governing bodies of the United Nations system should ensure that the strategic plans and work programmes of the system organizations include specific objectives related to the implementation of the SAMOA Pathway, within the realm of their respective mandates, to be measured against a set of established key performance indicators to monitor and report on the achievements.	The UNWTO is following developments on SIDS	Consider appropriate actions in UNWTO's POW	Accepted, under consideration
3	The governing bodies of the United Nations system, in adopting the strategic plans and work programmes of the organizations, should encourage the organizations to ensure that the activities in support of sustainable development of SIDS, within the realm of the mandate of each organization, are aligned with the regional and national priorities identified by the Governments of those States, regional organizations and SIDS development partners, so as to foster the implementation of the SAMOA Pathway as the blueprint of the 2030 Agenda for Sustainable Development of SIDS.	The UNWTO is following developments on SIDS	Consider appropriate actions in UNWTO's POW	Accepted, under consideration
4	The governing bodies of the United Nations system should request the organizations to coordinate the planning and implementation of their capacity-building activities in close consultation with the small island developing States and all partners for development so as to strengthen effectiveness and efficiency in providing support to achieve the goals defined in the SAMOA Pathway, while avoiding saturation of the absorptive capacity of SIDS at the country level.	The UNWTO is following developments on SIDS	Consider appropriate actions in UNWTO's POW	Accepted, under consideration
5	The executive heads of the United Nations system organizations should ensure the participation of their organizations in the process led by the Inter-Agency Task Force on Financing for Development to actively contribute to addressing the specificity of SIDS as a special case with tailor-made solutions, and should also ensure that new parameters of eligibility are designed for better access to financing for development for SIDS.	The UNWTO is following developments on SIDS	Consider appropriate actions in UNWTO's POW	Accepted, under consideration
6	The governing bodies of the United Nations system organizations should encourage the allocation of predictable multi-year funding to facilitate the effective implementation of programmatic activities in support of the small island developing States, based on needs assessments prepared by the United Nations system organizations in consultation with SIDS and their relevant partners.	The UNWTO is following developments on SIDS	Consider appropriate actions in UNWTO's POW	Accepted, under consideration

7	The legislative and governing bodies of the United Nations system organizations should ensure, based on the ongoing work of the United Nations Statistical Commission and, when relevant, on the work of the inter-agency forums and expert groups created to advise Member States, that the specificity of SIDS is explicitly considered in defining the elements of monitoring and accountability frameworks to report on progress made on the Sustainable Development Goals, so that processes and indicators are adapted to their needs and priorities identified at the national and regional levels.	The UNWTO is following developments on SIDS	Consider appropriate actions in UNWTO's POW	Accepted, under consideration
8	The governing bodies of the United Nations system organizations should coordinate their efforts in designing monitoring and accountability frameworks and tools adapted to the capacity of SIDS to monitor and report on the implementation of the SAMOA Pathway and other sustainable development-related global mandates, while avoiding the burden of multiple reporting frameworks.	The UNWTO is following developments on SIDS	Consider appropriate actions in UNWTO's POW	Accepted, under consideration
9	The Secretary-General should present to the General Assembly, as part of his report on follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, a summary of actions taken and planned to strengthen the coordination and complementarity of the work of DESA and OHRLLS in support of SIDS.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not Applicable

JIU/REP/2016/8: State of the Internal Audit Function in the United Nations System

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	Governing bodies should direct executive heads of United Nations system organizations to ensure that their heads of internal audit/oversight and oversight committee Chairs attend the meetings of the governing bodies at least annually and are given the opportunity to respond to questions raised about their respective annual reports.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable

2	Executive heads of United Nations system organizations should involve the oversight committees and consult with the governing bodies in the hiring of the heads of internal audit/oversight, and in the termination of their tenure.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable
3	In consultation with the executive heads and the oversight committees, the heads of internal audit/oversight of United Nations system organizations should develop, if they have not yet done so, internal audit strategies in order to provide vision and direction as to how internal audit should be strategically positioned within their organizations and operationalized to achieve their mandates, no later than December 2018, with periodic updates thereafter.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable
4	Heads of internal audit/oversight of United Nations system organizations who have not yet done so should consolidate in their annual/periodic or other report findings of recurring issues emanating from individual internal audit reports that cut across various offices, units or departments so as to enable the executive heads to systematically address them.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable
5	Executive heads of United Nations system organizations should ensure that their internal audit services have adequate financial and human resources to expand the use of information technology (IT) auditing techniques, and to employ, as appropriate, advanced data analytics and remote auditing, with a view to leveraging technology to provide more economical and comprehensive audit coverage.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable
6	Executive heads of United Nations system organizations, on the advice of their oversight committees, should allocate adequate financial and human resources to the internal audit services to ensure sufficient coverage of high-risk areas and adherence to established auditing cycles, as identified by the heads of internal audit/oversight during risk-based audit planning.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable

7	Executive heads of United Nations system organizations that have not yet done so should ensure that their heads of internal audit/oversight continue to conduct external quality assessments of their internal audit services, in line with the Institute of Internal Auditors (IIA) Standards, at least every five years, or more frequently if a “generally conforms” grade has not been achieved, and should share the results with the governing bodies and, as appropriate, by public reporting. Those internal audit services that have not yet reached a conformity rating should ensure that it is achieved by December 2018.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable
8	Executive heads of United Nations system organizations that have not yet done so should provide adequate funding for professional development, as requested by the heads of internal audit/oversight, including coverage of costs for maintaining professional certification, with key performance indicators established to monitor training and certification goals for internal audit staff.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable
9	Governing bodies of United Nations system organizations should ensure that the conditions for effective, independent, expert oversight committees are in place, and that the committees are fully functional in line with previous Joint Inspection Unit (JIU) recommendations, as reinforced in this report.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable

JIU/REP/2016/9: Safeyt and Security in the United Nations System

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	<p>The Executive Heads of United Nations system organizations, through the respective designated officers and in coordination with the Department of Safety and Security and the Office of Legal Affairs, should ensure that, by no later than April 2018:</p> <ul style="list-style-type: none"> Existing host country agreements within their respective organizations reflect the current security threats and contain commensurate security measures necessary to protect United Nations system organizations' personnel and premises Future host country agreements contain a security annex reflecting the main responsibility of the host country with respect to the security of United Nations system organizations' personnel and premises Existing and future host country agreements are regularly reviewed to reflect and adapt to changes in the respective security environments 	UNWTO host country agreement (articles 4 and 5) establish the responsibility of the Host Government in relation to UNWTO's security	implement current host country agreement	Accepted, implemented
2	<p>The Executive Heads of the United Nations system organizations, through the Inter-Agency Security Management Network and the Department of Safety and Security, should ensure that, by no later than January 2018, a comprehensive system-wide policy for road safety is finalized and ready for implementation within each of their respective organizations .</p>	Article 23 of the host country agreement requires staff to ensure observance of police regulations	implement current host country agreement	Accepted, implemented
3	<p>The Executive Heads of the United Nations system organizations that have not yet done so should ensure that, by no later than January 2018, appropriate security compliance mechanisms commensurate with the risk level assessed in each particular duty station are included in the individual performance appraisal systems in place for all staff within their respective organizations.</p>	UNWTO follows CEB guidance. Current SRA and MOSS for Spain do not require specific actions	introduce performance measures on security if warranted by SRA and MOSS	Accepted, implemented
4	<p>The Department of Safety and Security, in coordination with the Executive Heads of United Nations system organizations and the respective designated officers, should ensure that, by no later than January 2018, evacuation plans are available in every location where those organizations operate, distributed to staff and regularly drilled in coordination, when possible, with local authorities.</p>	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable

5	The Executive heads of the United Nations system organizations that have not yet done so should, by no later than January 2018, incorporate safety and security compliance indicators in the performance assessments at every management level, including senior management.	Safety and Security is not explicitly address in performance assessments of managers	Consider inclusion of safety and security assessment at managerial levels	Accepted, under implementation
6	The Department of Safety and Security, in consultation with the Inter-Agency Security Management Network, should, by no later than January 2018, strengthen the analysis capabilities of social media and other relevant big data sources by establishing a central location tasked with the regular analysis and system-wide prompt dissemination of securityrelated information.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable
7	The Under-Secretary-General for Safety and Security, as the Chair of the Inter-Agency Security Management Network, should, by no later than January 2018, develop a system-wide security surge policy, including the standard operating procedures necessary, with a view to clarifying surge standing resources and the roles and respective responsibilities of the different actors of the United Nations security management system.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable
8	The General Assembly should request the Secretary General to prepare, in consultation with the High Level Committee on Management and CEB and its appropriate networks, a proposal for a safety and security funding model that would provide the Department of Safety and Security with a transparent, sustainable and predictable budget and the flexibility necessary to address unforeseen crises, to be considered during the seventy second session of the Assembly	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable

JIU/REP/2016/10: Knowledge Management in 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, if they have not already done so, should develop knowledge management strategies and policies aligned with the mandate, goals and objectives of their respective organizations, by the end of 2018. Such strategies should be based on an assessment of current and future knowledge management needs and include measures for implementation.	Knowledge management is handled in an ad hoc manner	Introduce systematic policies on knowledge management and its transfer	Accepted, under consideration
2	The Secretary-General, in consultation with the Senior Management Group, should develop at least a minimum set of knowledge management guidelines for the United Nations Secretariat, based on best practices and experiences in departments as well as in United Nations funds, programmes and specialized agencies, and the International Atomic Energy Agency (IAEA), by the end of 2018.	UNWTO follows CEB guidance	Not Applicable	Not Applicable
3	The executive heads of the United Nations system organizations, if they have not already done so, should take incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal systems, annual work plans, job descriptions and organizational core competences, by the end of 2020.	Knowledge management is handled in an ad hoc manner	Introduce systematic policies on knowledge management and its transfer	Accepted, under consideration
4	The executive heads of the United Nations system organizations, if they have not already done so, should establish norms and procedures for the retention and transfer of knowledge from retiring, moving or departing staff, as part of the organizations' succession planning processes.	Knowledge management is handled in an ad hoc manner	Introduce systematic policies on knowledge management and its transfer	Accepted, under consideration
5	The Secretary-General should take measures to optimize the potential of the United Nations System Staff College Knowledge Centre for Sustainable Development by, inter alia, requesting the United Nations Institute for Training and Research (UNITAR), the United Nations Research Institute for Social Development (UNRISD), the United Nations University (UNU) and the United Nations System Staff College Knowledge Centre for Sustainable Development to jointly design and conduct training programmes on knowledge management adapted to the holistic principles underlying the 2030 Agenda for Sustainable Development. Such training programmes should promote, in an integrated way, the management of knowledge produced and intended for use by all stakeholders interested in or associated with the activities of the United Nations system.	UNWTO follows CEB guidance	Not Applicable	Not Applicable

6	The executive heads of the United Nations system organizations with long-standing and comprehensive experience in knowledge management should take the lead in introducing in the agenda of the United Nations System Chief Executives Board for Coordination (CEB) an item dedicated to knowledge management so as to provide an opportunity for sharing, at a strategic level, experiences, good practices and lessons learned, with a view to gradually developing a common, system-wide knowledge management culture.	UNWTO follows CEB guidance	Not Applicable	Not Applicable
7	The General Assembly should include in its agenda an item or sub-item dedicated to knowledge management in the United Nations system and request that a report be submitted by the Secretary-General, with contributions from members of the United Nations System Chief Executives Board for Coordination (CEB), on system-wide best practices and initiatives in the area of knowledge management that support the holistic, integrated and collaborative approach of the 2030 Agenda for Sustainable Development.	UNWTO follows CEB guidance	Not Applicable	Not Applicable

JIU/REP/2016/11: Administrative Support Services: The Role of Service Centres in Redesigning Administrative Service Delivery

No.	Text of the Recommendation	Status in UNWTO	Proposed actions	Reporting to JIU
1	The executive heads of organizations that have global service centres should define and provide the tools and systems required to support efficient tracking of customer service and the capturing of business intelligence for performance measurement and further improvement and comparison with benchmarks.	UNWTO is not structured with global service centers	Not Applicable	Not Applicable
2	The executive heads of organizations that have global service centres should define efficiency benchmarks based on objective standards and ensure that performance targets are progressively adjusted to attain them.	UNWTO is not structured with global service centers	Not Applicable	Not Applicable
3	The executive heads should within a year designate responsibility for pursuing ongoing improvement and for making process changes and ensure that service centre governance and management arrangements make clear the related role of service centre managers.	UNWTO is not structured with global service centers	Not Applicable	Not Applicable

4	The legislative bodies, in support of their oversight and monitoring functions, should request their technical advisory bodies to examine the results, including benefits realized, of administrative service reform when considering relevant organizational budget proposals, starting with the next budget cycle.	UNWTO is not structured with global service centers	Not Applicable	Not Applicable
5	The General Assembly should, consequent to the current review by the International Civil Service Commission of all categories of staff, take action, if possible at its seventy-second session, to address the needs of organizations for locally recruited professional expertise for functions not limited to national content.	UNWTO is not structured with global service centers	Not Applicable	Not Applicable