

FOR DECISION

Agenda item 3(c)
**Report of the Secretary-General
Progress on the Joint Inspection Unit (JIU)
recommendations**

CE/109/3(c)
Madrid, 1 October 2018
Original: English

Executive summary

The Joint Inspection Unit issued nine reports in 2017, producing a total of 74 recommendations, of which 58 are seen as relevant to the UNWTO. Of these, 7 are already completed. The UNWTO Secretariat is also following up on 55 JIU recommendations issued up to the end of 2016.

Since 1 January 2018, the Secretariat has focused on the implementation of several JIU recommendations, notably those of the report 2014/5 “Follow-up inspection of the 2009 review of Management and Administration in the World Tourism Organization”, as well as prioritizing those recommendations that have an impact on budget control and cost optimization for the organization.

Addressing JIU recommendations of travel, the Secretariat has updated its travel policies (as of 1 June 2018) in order to bring them more into line with the UN travel policies and to achieve more efficiency and cost reduction.

In the human resources area, exceptions to the Staff Rules on extension of contracts over the age of retirement have been discontinued; the Professional Growth Plan will be discontinued; and the Director of Affiliate Members was appointed in accordance with the UNWTO Staff Rules as previously recommended by the JIU.

Also, following JIU observations on the top-heavy structure of the Secretariat, the Secretary-General has reduced by almost half (from 9 to 5) the number of managerial positions at the top level of the Organization.

To address JIU recommendations on internal oversight, the Secretary-General is currently exploring all possibilities for the establishment of an internal control function, including its outsourcing to external entities.

As of 31 August 2018, the UNWTO has fully implemented 112 JIU recommendations.

The UNWTO, as a participant in the UN system, has the mandate to review JIU reports and to submit them to its Governing Bodies. The Secretary-General proposes to report on the progress on JIU recommendations through a specific yearly report dedicated only to JIU recommendations. This represents a change from the practice, followed since 2012, of reporting on the implementation of JIU recommendations in the context of the White Paper, which was closed at the 22nd session of the General Assembly.

Action by the Executive Council

DRAFT DECISION¹

The Executive Council,

Having examined the report of the Secretary-General on the Joint Inspection Unit's recommendations, document CE/109/3(c),

1. *Endorses* the proposal of the Secretary-General to report on JIU recommendations in a single dedicated yearly report;
2. *Takes note* of the reports issued by the Joint Inspection Unit (JIU) in 2017 referenced in the document and thanks the JIU for its insights;
3. *Approves* the actions to be taken on each one of them, as proposed in the Annex I of the document and requests the Secretary-General to report accordingly on them to the JIU;
4. *Notes with appreciation* the progress achieved, notably since January 2018, with regards to the JIU recommendations issued until 2016 that were pending implementation;
5. *Considers* closed those recommendations that have been 100% implemented; and
6. *Requests* the Secretary-General to report on this issue to the next session of the General Assembly.

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

I. 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. Until last year, the report on the implementation of JIU recommendations was made in the context of the White Paper. Proposed in 2009 by the former Secretary-General and approved in October 2011. During the 22nd session of the UNWTO General Assembly, the former Secretary-General presented a final review of the said White Paper.
4. As the White Paper has been closed, it is proposed to report on the progress on JIU recommendations through a specific report dedicated only to JIU recommendations, along the lines of the format used in the present document.
5. Part I of the report considers the JIU reports issued during 2017, for which the Secretariat has drafted, for those relevant, their proposed actions and corresponding reporting to the JIU, for approval of the Executive Council.
6. Part II considers:
 - (a) recommendations produced by the JIU until 2016 and still in progress, for information and possible comments of the Council, as well as
 - (b) recommendations fully implemented at 31 August 2018, for information.

II. Proposed actions for JIU reports issued during 2017

7. During the year 2017, the JIU produced the following reports :
 - [JIU/REP/2017/1](#) Review of Management and Administration in the United Nations Industrial Development Organization (UNIDO). (Report for information to UNWTO, no action required)
 - [JIU/REP/2017/2](#) Donor-led Assessment of the United Nations system organizations. (Report for action)
 - [JIU/REP/2017/3](#) Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization. (Report for action)
 - [JIU/REP/2017/4](#) Review of Management and Administration in the Universal Postal Union (UPU) (Report for information to UNWTO, no action required)
 - [JIU/REP/2017/5](#) Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations. (Report for action)
 - [JIU/REP/2017/6](#) Results-Based Management in the United Nations development system: Analysis of progress and policy effectiveness. (Report for information to UNWTO, no action required)

- [JIU/REP/2017/7](#) Review of donor reporting requirements across the United Nations system. (Report for action)
 - [JIU/REP/2017/8](#) The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development. (Report for action)
 - [JIU/REP/2017/9](#) Review of mechanisms and policies addressing conflict of interest in the United Nations system. (Report for action)
8. The JIU issued nine reports in 2017, producing a total of 74 recommendations, of which 58 are seen as relevant to the UNWTO (among which 7 are already completed). The Annex I to this document presents the recommendations from the 6 reports “for action” issued in 2017, their status in UNWTO and, for those relevant, their proposed actions and suggested reporting to the JIU.

III. Follow-up on the JIU reports issued until 2016

9. Following reports CE/106/2(e) and A/22/10(IV), UNWTO Secretariat is following up on 55 JIU recommendations issued up to the end of 2016. The Annex II gives an overview on such recommendations still in implementation phase.
10. It is important to note that, since the Secretariat started to tackle this issue in 2012 (see document CE/94/3(II)(b)), UNWTO has fully implemented 112 JIU recommendations as of 31.08.2018. These later are listed in Annex III.
11. It is important to note that, since 1 January 2018, the Secretariat has focused on the implementation of several JIU recommendations, notably those of the report 2014/5 “Follow-up inspection of the 2009 review of Management and Administration in the World Tourism Organization”, as well as prioritizing those recommendations that have an impact on budget control and cost optimization for the organization. Consequently, the following measures were implemented:
- (a) **Travel:** UNWTO Secretariat has updated its travel policies (as of 1 June 2018) in order to bring them more into line with the UN travel policies and to achieve more efficiency and cost reduction, such as:
- (i) Reduction of transportation expenses due to the implementation of the dual-threshold system defining the class of air travel and stricter policy regarding the determination of the travel itinerary and air carrier;
 - (ii) Decrease in the travel expenses in relation with the Daily Subsistence Allowance (DSA) for official missions (reduction of the DSA applicable for the overnight travel, abolition of the additional DSA amount payable to the Secretary-General, increased control for the definition of the percentage of the DSA and accountability for the DSA payable for accommodation, internal transfers and meals);
 - (iii) Stricter internal procedures limiting the expenses applicable for hospitality and transportation expenses within the area of the duty station:
- (b) **Human resources:**
- (i) Exceptions to the Staff Rules on extension of contracts over the age of retirement have been discontinued as per JIU recommendations.
 - (ii) Professional Growth Plan: taking into account (a) the revised structure of the Secretariat announced at the 108th Executive Council, (b) the need to further align with good practices on staffing and internal mobility in the

United Nations, while considering the needs and structure of UNWTO; the general principles of nurturing a workforce that is dynamic, adaptable and global; one that can also effectively meet current and future mandates and evolving operational needs, (c) alignment with JIU recommendations regarding the development of tools and control mechanisms to guarantee that recruitment and promotion is based on transparent, comparative evaluations of the professional competencies of candidates, (d) the small size and budgetary constraints of UNWTO and (e) the need to have a model in place that is both sustainability financially while aligned with UN policies and practices, the Professional Growth Plan will be discontinued. The requirements on recruitment, promotion, transfers and reclassification will continue to be governed by the Staff Regulations and Rules, as well as the Circulars related thereto.

- (iii) Top level management structure and appointment process: the Secretary-general has followed the structure provided in the UNWTO Staff Rules and Regulations by appointing a Deputy Secretary-General with the approval of the Executive Council. Furthermore, following JIU previous observations on the top-heavy structure of the Secretariat, the Secretary-General has reduced by almost half (from 9 to 5) the number of managerial positions at the top level of the Organization.
- (iv) The Director of Affiliate Members was appointed in accordance with UNWTO Staff Rules, as previously recommended by the JIU.

(c) **Internal oversight:** As presented to the 108th session of the Executive Council in the Report on the Management Vision and Priorities, the Secretary-General proposes that the Organization adopts a more consistent and systematic approach with regards to Internal Oversight, as recommended previously by the Joint Inspection Unit. Consequently, the Secretary-General is currently exploring all possibilities for the establishment of an internal control function, including its outsourcing to external entities. He will submit a proposal and a roadmap to the next sessions of the Executive Council for approval. In relation with the JIU Report on the Fraud Prevention, Detection and Response in United Nations System Organizations (JIU/REP/2016/4), the Secretary-General considers that the small size of the Organization should not prevent it from adopting a zero-tolerance policy and appropriate measures to align with the practices of other UN Organizations. Therefore, consideration is being given to the implementation of JIU recommendations on the subject matter.

(d) **Direct reporting line** from the JIU focal point to top UNWTO management: The UNWTO JIU Focal Point is now part of the Office of the Secretary-General.

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Annex I: Proposed actions for JIU reports issued during 2017**JIU/REP/2017/2: Donor-led Assessment of the United Nations system organizations**

Nº	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
1	The legislative/governing bodies of the United Nations system organizations should encourage better access to, dissemination of and exchange of information concerning donor assessments among the Member States and should, in this context, call upon the executive heads to make such assessments publicly available by uploading them in an online global repository to be established by the Secretary-General of the United Nations for that purpose not later than 2018.	UNWTO encourages a high-level strategic dialogue with the donors fully convinced of the importance of ensuring transparency, trust and confidence with the donors, while endeavouring to reduce the transactions costs related to donor reporting.	Implement UNWTO programme of work	Accepted, under consideration
2	Member States that are members of the Multilateral Organization Performance Assessment Network (MOPAN) should initiate an evaluation of the MOPAN 3.0 methodology to assess its rigour and utility in providing the expected levels of information, and determine its effectiveness in reducing the need for additional individual donor assessments.	Not applicable	Not applicable	Not applicable
3	The executive heads of the United Nations system organizations should designate, on the basis of the volume and variety of donor reviews, an appropriate central function in their respective organizations for coordinating the multiplicity of donor assessments, managing the information provided to donors, standardizing communications, ensuring consistency and tracking the follow-up action on findings and recommendations by the responsible organizational units.	UNWTO has a relevant department managing the information provided to donors, namely the Institutional Relations and Partnerships Department.	Implement UNWTO programme of work	Accepted, under consideration
4	The executive heads of the United Nations system organizations should engage with donors to determine the key elements in their assessments and should encourage their audit and evaluation bodies, with due regard for their independence, to consider taking these elements into account in their risk assessments and work plans, in order to avoid potential duplication and overlap.	Senior Management of UNWTO committed to engage in such discussions with donors on these key elements for avoiding duplication and overlap.	Implement UNWTO programme of work	Accepted, under consideration

N°	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
5	The legislative/governing bodies of the United Nations system organizations should request the executive heads to identify and provide adequate resources and support to the internal audit and evaluation offices of their respective organizations to enable them to provide the required levels of assurance that would help minimize duplication and overlap with external reviews, verifications and assessments conducted by third parties.	Under consideration		Under consideration
6	The executive heads of the United Nations system organizations and the Secretary-General, in the context of the United Nations System Chief Executives Board for Coordination, should develop a common position for initiating a high-level dialogue with donors to determine shared priorities and define a multi-stakeholder assessment platform with a robust framework and methodology to capture a collective reflection of an agency's performance and reduce the need for additional bilateral assessments.	Secretary- General to be in relevant discussions on this matter during CEB Meetings.	Secretary- General to be in relevant discussions on this matter during CEB Meetings.	Accepted, under consideration

JIU/REP/2017/3 Review of air travel policies in the United Nations system: achieving efficiency gains and cost savings and enhancing harmonization

N°	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
1	The legislative bodies of the United Nations system organizations should request their executive heads, who have yet to do so, to establish by 2019 a consistent percentage cost threshold below which the most direct route may be selected in lieu of the most economic route, taking into account the time thresholds established in each organization's travel policy for the selection of the most economic routes.	The UNWTO policy standard is to use the most direct and economic route. On the one hand, in most cases the most economic route is the most direct one. If there were a situation where most direct was not the most economical, the route would be evaluated in its entirety looking for the most logical connection (i.e. price, comfort, waiting times, etc.). Therefore, UNWTO	Implement UNWTO Travel Policies	Accepted, implemented

Nº	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
		implements this recommendation without the need to establishing specific thresholds.		
2	The legislative bodies of all United Nations system organizations, if they have not already done so, should abolish first class travel for all categories of staff and non-staff by January 2019 and permit its use only when business class is not available.	Implemented According to UNWTO staff rules and regulations “the Secretary-General may travel first class”. Other staff does not have this option. In practice the Secretary-General does not make use of this provision and travels business class on its own decision, unless business is not available.	Implement UNWTO Travel Policies	Accepted, implemented
3	The General Assembly should request the Secretary-General to review Assembly resolutions 42/214, 45/248A and 53/214 and decisions 40/555 and 57/589 governing the standards of accommodation for air travel and to submit proposals by 2019 for updating and consolidating the policies, taking into consideration developments in information systems and technology, the air travel industry, as well as good practices in other United Nations system organizations.	Not applicable	None	Not applicable
4	The executive heads of the United Nations system organizations, that have not yet done so, should ensure by 2019 that effective measures are taken to enforce and monitor compliance with an advance purchase policy, including incorporation of advance planning rules and key performance indicators in travel policies that are regularly measured.	Under implementation UNWTO has developed for the past 10 years a Travel Planning mechanism to ensure the advanced planning of the official missions.	In view of better evaluating the efficiency of the Travel Management and identifying sources of possible savings, UNWTO is currently evaluating the possibility of implementing several Key Performance Indicators (KPI) and Key Program Metrics (KPM) that would also allow defining certain standards and objectives.	Accepted, under implementation
5	The executive heads of United Nations system	Annually, back to office reports	In view of better evaluating the	Accepted, under

N°	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
	organizations should schedule periodic monitoring and assessment to ensure conformity with their own air travel policies, conduct periodic risk assessments and identify measures for further efficiency gains by their next budgetary cycle.	are analyzed and lessons learnt extracted to identify issues for further improvement. After the implementation of the new UNWTO Travel polices UNWTO increased the monitoring of expenses by requesting the corresponding invoices from the traveler, the DSA payable also has to be justified,	efficiency of the Travel Management and identifying sources of possible savings, UNWTO is currently evaluating the possibility of implementing several Key Performance Indicators (KPI) and Key Program Metrics (KPM) that would also allow defining certain standards and objectives.	implementation
6	The executive heads of the United Nations system organizations, if they have not already done so, should encourage the use of online booking tools for air travel, update their travel policies with guidelines for optimal use of such tools, and consider integrating them with their existing systems by 2020.	As of today, UNWTO travel policy does not allow travellers to book their own trips. Only exceptionally, travellers may book their own trips, requiring specific approval from the Secretary-General. It has to be noted that due to the small size of the organization and the limited number of missions per year, the OBT would not yield meaningful cost savings for the Organization and involve significant costs in ensuring compliance.	Evaluate costs of OBT	Accepted, Under consideration
7	The General Assembly should request the Secretary-General, in his capacity as the Chair of the United Nations System Chief Executives Board for Coordination, to review measures to promote the harmonization of standards of accommodation for air travel applied across the United Nations system organizations, as well as expenses related to air travel for both mission and statutory travel, and to report on the results to the General Assembly during the first part of its seventy-third resumed session.	Not applicable	None	Not applicable
8	The General Assembly should request the International	Not applicable	None	Not applicable

Nº	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
	Civil Service Commission to undertake a system-wide review of lump-sum entitlements for statutory travel focused on determining by 2019 a common methodology and percentage for its calculation that furthers harmonization, minimizes the risk of distortion and ensures equity and fairness among common system staff.			
9	The General Assembly should request the Secretary-General, in his capacity as the Chair of the United Nations System Chief Executives Board for Coordination, to submit a proposal on the feasibility of establishing a formal advisory committee on travel matters, for the consideration of the General Assembly during the first part of its seventy-third resumed session.	Not applicable	None	Not applicable

JIU/REP/2017/5: Outcome of the review of the follow-up to the Joint Inspection Unit reports and recommendations by the United Nations system organizations

Nº	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
1	The executive heads of organizations who have not yet done so should enhance the consideration of JIU reports/recommendations by their respective legislative bodies, in line with best/good practices identified, by the end of 2018.	Implemented. A specific report on JIU recommendations is presented to the Governing Bodies every year.	Maintaining modus operandi of submitting JIU recommendations to UNWTO Executive Council and General Assembly for decision and follow-up	Accepted, Implemented
2	The executive heads of organizations who have not yet done so are requested to propose to their legislative bodies a concrete course of action to be taken with respect to the recommendations of the Joint Inspection Unit addressed to these bodies, especially with regard to system-wide and several organization reports, by the end of 2018.	Implemented	Maintaining modus operandi of submitting JIU recommendations to UNWTO Executive Council and General Assembly for decision and follow-up	Accepted, Implemented
3	The General Assembly of the United Nations may wish to request the Secretary-General to make proposals to enhance the decision-making process on JIU reports and recommendations, in consultation with the Unit, by the end of 2019, including the possibility of reverting to the practices that were applicable prior to the adoption of resolution	Not applicable	None	Not applicable

Nº	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
	59/267.			
4	The legislative bodies of organizations which have not yet done so should request annual follow-up reports on the implementation of prior years' accepted JIU recommendations until their full implementation, by the end of 2018.	Implemented A specific report on JIU recommendations is presented to the Governing Bodies every year.	Maintaining modus operandi of submitting JIU recommendations to UNWTO Executive Council and General Assembly for decision and follow-up	Implemented
5	The executive heads of organizations who have not yet done so should introduce appropriate verification and monitoring procedures on the implementation of prior years' accepted JIU recommendations until their full implementation, by the end of 2018.	Implemented The specific report on JIU recommendations presented to the Governing Bodies every year includes monitoring on recommendations from past years.	Maintaining modus operandi of submitting JIU recommendations to UNWTO Executive Council and General Assembly for decision and follow-up	Implemented
6	The executive heads of organizations, when considering JIU recommendations intended to enhance coordination and cooperation, should propose the inclusion of the consideration of these recommendations on the programme of work of CEB and its applicable mechanisms with a timeline for taking a decision, with effect from 2019.	Secretary- General to be in relevant discussions on this matter during CEB Meetings.		Under consideration
7	The executive heads of organizations who have not yet done so should establish a direct reporting line from the JIU focal point to top management.	Implemented The UNWTO JIU Focal Point is part of the Office of the Secretary-General	None	Implemented

JIU/REP/2017/7: Review of donor reporting requirements across the United Nations system

Nº	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
1	The governing bodies of the United Nations system organizations should encourage the Secretary-General and executive heads of other organizations, in the framework of the United Nations System Chief Executives Board for Coordination, to develop a common position and pursue a high-level strategic dialogue with donors, in order to address the challenges posed by the current funding	Proposal to include in future HLCM Meetings that this recommendation is being included as an agenda item accordingly.	Under consideration by HLCM focal points at UNWTO	Accepted, under consideration

Nº	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
	models and practices and the impact of strict earmarking of voluntary contributions and reporting to donors.			
2	The executive heads of the United Nations system organizations that have not yet done so should put in place measures for ensuring that partnership agreements, concluded at the corporate level with the donors and at the corporate and field levels for individual programmes and projects, spell out the needs and requirements of the donors and the mutual commitments of the organizations and the donors, with respect to the details of reporting on the use of funds provided.	<ul style="list-style-type: none"> • Donee's financial reporting including donor commitment in regards to funding: UNWTO template agreements include clauses on financial reporting and even some of them include financial reporting templates; • Consistent implementation of the said reporting. May vary according to the discussions with donors <p>In addition, as a practice, UNWTO Secretariat informs on projects in Statutory documents, as well as through UNWTO website and newsletters</p>	Tools are considered to be implemented but clauses/ reports/ standardization of agreements etc. can always be subject to improvement	Accepted, under implementation
3	The executive heads of the United Nations system organizations should encourage better access to, and dissemination and exchange of, information concerning donor reporting among the member States and should ensure that every organization maintains a corporate repository for all contribution agreements and donor reports.	UNWTO keeps all contribution agreements and donor reports stored in digitalized format.		Accepted, under implementation
4	The executive heads of the United Nations system organizations that have not yet done so should regularly update guidance on donor reporting and put in place measures for the professional skills development and training needed to improve reporting to donors, for personnel at headquarters and in the field.	Relevant guidance on donor reporting and measures for professional skills development and training for improved reporting to donors under consideration.	Relevant discussions to take place	Accepted, under consideration
5	The executive heads of the United Nations system organizations that have not yet done so should work	Relevant discussions with donors on this aspect to take	Under discussion	Accepted, under consideration

N°	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
	systematically with donors to include in donor agreements the costs associated with preparing donor reports.	place accordingly.		
6	The Secretary-General and executive heads of other United Nations system organizations should, preferably within the framework of the United Nations System Chief Executives Board for Coordination, develop and adopt a common report template accommodating the information needs and requirements of donors and the regulatory frameworks and capacities of the organizations, as a basis for negotiations with donors.	UNWTO supports the development and adoption of a common report template to be used across the UN system as a basis for negotiations with donors to reduce the complexity and multiplicity of reports and thus reduce reporting costs – aspect of high relevance especially for smaller agencies such as UNWTO.	Attendance of HLCCM and relevant discussion to be followed up.	Accepted, under consideration
7	The governing bodies of the United Nations system organizations should request the executive heads to task, and adequately support, the internal audit and evaluation offices of their respective organizations with ensuring that the relevant oversight reports provide the required levels of assurance that would help minimize reporting to individual donors on the use of their earmarked contributions.	UNWTO uses standard financial reports for financial reporting.		Accepted, under implementation

JIU/REP/2017/8: The United Nations system – Private sector partnership arrangements in the context of the 2030 Agenda for Sustainable Development

N°	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
1	The General Assembly of the United Nations should consider a review of the “Guidelines on a Principle-based Approach to the Cooperation between the United Nations and the Business Sector”, with a view to reflecting the changes needed to bring about the increased contribution expected from the private sector in the implementation of the 2030 Agenda for Sustainable Development and their system-wide implications, based on a report by the Secretary-General of the United Nations to be submitted during the seventy-third session of the General Assembly. The review should take into account an updated common	Not applicable	None	Not applicable

Nº	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
	interpretation of General Assembly resolution 92 (I), entitled “Official Seal and Emblem of the United Nations”, shared by the network of legal advisers from all United Nations organizations that are members of the United Nations System Chief Executives Board for Coordination.			
2	The Secretary-General of the United Nations should propose, after prior consultation with all participating organizations, a set of rules and operational guidelines designed to match the specific needs of the partnerships with private sector entities, allowing for greater flexibility, simplification of procedures and speed in reaction. The proposals of the Secretary-General should be submitted to the General Assembly, at the latest during its seventy-fourth session (2019–2020).	Not applicable	None	Not applicable
3	The Secretary-General of the United Nations and the heads of United Nations system organizations, assisted by the United Nations Global Compact, should coordinate and streamline a unique, system-wide package of information about the opportunities for partnerships offered to the private sector by the Sustainable Development Goals, for the benefit of interested organizations.	UNWTO follows CEB guidance	UNWTO follows CEB guidance	Not applicable
4	Within his current reform initiatives, the Secretary-General of the United Nations should review, streamline, clarify and strengthen the division of labour and the specific lines of responsibility and accountability within various departments of the Secretariat, in particular the mandate of the United Nations Office for Partnerships “to provide advice on, guide and facilitate partnership events and initiatives in support of the Sustainable Development Goals”.	Not applicable	None	Not applicable
5	The heads of United Nations organizations should enhance the role and responsibilities of the Private Sector Focal Points Network with regard to sharing knowledge, promoting good practices and finding innovative solutions to problems related to partnerships with the private sector, including by entrusting them with specific tasks and agenda items on which to report.	The UNWTO Affiliate Membership Department, the Institutional Relations and Partnership Department, as well as other technical departments that are working with the support of the legal and financial departments are	Raise awareness on sharing knowledge and promoting good practices within the Organization.	Accepted- under implementation

N°	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
		working on partnership arrangements with the private sector.		
6	All heads of the United Nations system organizations, assisted by the United Nations Global Compact, should jointly create a common database on the profiles and performance of the businesses that are involved, or potentially interested, in partnerships with the United Nations, based on the information voluntarily submitted by the participating organizations.	UNWTO works with UN Global Compact on profiles and performance of the business before engaging with such.	UNWTO follows CEB guidance	Accepted- under consideration
7	The Secretary-General of the United Nations and all the executive heads of participating organizations should identify and agree on a minimum set of common standard procedures and safeguards for an efficient and flexible due diligence process, to be applied system-wide in a transparent way by the United Nations operational staff engaged in the initiation and implementation of partnerships with the private sector.	UNWTO has set up a working group on due diligence issues for internal elaboration of standards and procedures.	Elaborate guidelines for due diligence based on common standards and procedures available so far for UNWTO and await UN SG corresponding instructions.	Accepted- under implementation.
8	<p>The General Assembly, based on a report by the Secretary-General, should initiate a revision of the current mandate of the Global Compact, which should include, inter alia:</p> <ul style="list-style-type: none"> • A clearer role of the Global Compact, at the global and national levels, in effectively engaging the business sector to support the implementation of the 2030 Agenda • An enhanced role for Member States in its governance structure • An updated definition of the relationship between the Global Compact Office and the Foundation for the Global Compact, with an emphasis on the transparency of the Foundation's fundraising activities • A clear definition of the relationship between the Global Compact headquarters and the Global Compact Local Networks. 	Not applicable	None	Not applicable
9	The Economic and Social Council should invite the	Not applicable	None	Not applicable

Nº	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
	Executive Secretaries of the regional economic commissions, if they have not already done so, to initiate and institutionalize a systematic and regular consultative dialogue with high-level representatives of private sector companies that contribute or have expressed interest in contributing to the implementation of the 2030 Agenda for Sustainable Development.			
10	The Secretary-General of the United Nations should encourage, in concertation with the executive heads of the Joint United Nations Programme on HIV/AIDS, the United Nations Development Programme, the United Nations Educational, Scientific and Cultural Organization, the United Nations Population Fund, the Office of the United Nations High Commissioner for Refugees, the United Nations Children's Fund, the United Nations Industrial Development Organization, the United Nations Office for Project Services and the World Food Programme and the executive heads of any other interested United Nations organizations with a presence in the field, a multi-stakeholder mechanism of consultations and solution-seeking at the country level, steered by the Resident Coordinator, in which the businesses are involved from the beginning in the design of partnerships in support of the 2030 Agenda for Sustainable Development. Where such mechanisms initiated by Governments exist, the United Nations country teams should encourage multi-stakeholder participation.	Not applicable	None	Not applicable
11	The Secretary-General, in his capacity as Chair of the United Nations System Chief Executives Board for Coordination, and the executive heads of interested organizations, should build on existing and ongoing efforts and continue to empower the United Nations Innovation Network or other existing United Nations joint innovation initiatives to identify and discuss issues that are relevant for the coordination of the existing innovation initiatives, funds, labs, accelerators and incubators, and their interface with the private sector, with a view to facilitating and stimulating innovation in the implementation of the 2030 Agenda.	Not applicable	None	Not applicable

N°	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
12	The Secretary-General should request the United Nations System Staff College Knowledge Centre for Sustainable Development, in cooperation with the International Trade Centre, to host a system-wide online platform to facilitate communication with micro, small and medium-sized enterprises on the 2030 Agenda, interaction among enterprises, information on access to funding, promotion of good practices and opportunities to engage with United Nations operations.	Not applicable	None	Not applicable

JIU/REP/2017/9: Review of mechanisms and policies addressing conflict of interest in the United Nations system

N°	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
1	Executive heads of the United Nations system organizations should direct their officials entrusted with the ethics function to map the most common occurrences and register the risks of situations exposing their respective organizations to organizational conflicts of interest, no later than December 2019.			Accepted, under consideration
2	Executive heads of the United Nations system organizations, who have not yet done so, should direct their human resources services to introduce a mandatory conflict of interest disclosure form that should be signed by staff members, along with their declaration of office, by all staff members and other types of personnel joining an organization, whether in a short- or long-term capacity. The form should be developed with the assistance of the ethics function of the respective organization and with other functions, as appropriate, and in consultation with any future inter-agency forum.			Accepted, under consideration
3	The governing bodies of the United Nations system organizations should request the executive heads of the organizations to prepare a detailed report on existing financial disclosure programmes and propose any changes to the rationale and scope of those programmes that are	The review exercise of the financial disclosure programme was initiated in 2017.		Accepted, under implementation

N°	Text of the recommendation	Status in UNWTO	Proposed actions	Suggested reporting to JIU
	needed to increase their effectiveness			
4	Executive heads of the United Nations system organizations, who have not yet done so, in consultation with the Legal Network of the United Nations system organizations, should take the necessary steps to introduce, by December 2019, adequate legal clauses in contractual agreements with their staff and non-staff, as appropriate, binding them to the period of restriction set for their function that prohibits them from engaging in clearly defined post-employment activities for the duration of that period of time.			Accepted, under consideration
5	Executive heads of the United Nations system organizations, who have not yet done so, should take the necessary steps, no later than the end of December 2019, to: (a) ensure that all staff members, irrespective of their level and grade, successfully complete the initial and periodic mandatory ethics training course and obtain the respective certification; (b) link certification of the required ethics training course to the annual staff performance appraisal cycle; (c) include ethics training in the induction training of non-staff, including refresher courses after service intervals, as appropriate.			Accepted, under consideration
6	The governing bodies of the United Nations system organizations should, in exercising their oversight role on the accountability framework of their respective organizations, regularly monitor conflict of interest issues, including updates to relevant policies, administrative instruments and mechanisms.			Accepted, under consideration

Annex II: Progress report on JIU recommendations up to end of 2016

JIU Reference	Progress Level	Status and actions taken as of August 2018
JIU/REP/2007/1. Voluntary Contributions in the United Nations		
1. Executive heads should review the existing policies and procedures of their respective organizations that guide interactions with donor countries and revise them, as appropriate, to ensure that those interactions are conducted in a systematic and open manner.	75%	Status: accepted, under implementation Proposed actions: Revision of internal rules and procedures for being more donor-friendly.
2. The legislative bodies of United Nations system organizations that have not already done so should request their respective executive heads to develop a corporate resource mobilization strategy for the consideration and approval of the legislative bodies.	100%	Status: Accepted, implemented. UNWTO has established a programme specifically tasked with resource mobilization. Comments: A Resource Mobilization Strategy was adopted by the UNWTO General Assembly in 2017. In addition to the Strategy, an Action Plan for 2018-2021 was developed that comprises concrete actions focusing on mobilizing resources for specific activities at HQ – level as well as projects in the field. An updated Resource Mobilization Strategy will be elaborated for the General Assembly in 2019.
JIU/REP/2008/6. Review of Management of Internet Websites		
3. The executive head of each United Nations system organization should ensure that clear policies and corresponding mechanisms are adopted for the good governance and management of the organization's website.	50%	Status: Accepted, in progress. UNWTO's website is under the coordination of Communications with ICT and external technical support to cover this service 24x7. Comments: web policies, guidelines and technology are being upgraded. A tender for the development of a new UNWTO website is to be launched aiming at having it ready by September 2019.
4. The executive heads of each United Nations system organization should ensure that the website strategy be regularly updated and linked with and taking account of the other business strategies of the organization and report on the measures taken to the	50%	Status: accepted, in progress. UNWTO's website is under the coordination of Communications with ICT and external technical support to cover this service 24x7. Comments: web policies, guidelines and technology are being upgraded. A tender for the development of a new UNWTO website is to be launched aiming at having it ready by September 2019.

JIU Reference	Progress Level	Status and actions taken as of August 2018
governing body on a regular basis.		
5. The executive head of each United Nations system organization should ensure that policies and guidelines are in place that, among other things, specify requirements and standards relating to (a) web layout and design; (b) editorial control and review of web content and (c) web accessibility	25%	<p>Status: accepted, in progress. UNWTO's website is under the coordination of Communications with ICT and external technical support to cover this service 24x7.</p> <p>Comments: web policies, guidelines and technology are being upgraded. A tender for the development of a new UNWTO website is to be launched aiming at having it ready by September 2019.</p>
JIU/REP/2010/5. Audit Function		
6. To enhance accountability, controls and compliance, the legislative bodies should revise the mandates of audit/oversight committees to include the review of both internal and external auditors' performance as well as other responsibilities, including governance and risk management.	75%	<p>Status: Accepted, under implementation</p> <p>Review of external auditor's mandate in accordance to change in number of auditors in Statutes. The report by the external auditor is submitted to the Executive Council.</p> <p>The UNWTO Secretariat does not have internal audit. An Internal Oversight Charter was approved in 2009 by the Executive Council but it has not been implemented. However, the Secretary-General conducted a review of internal control mechanisms in early 2018 and he is currently exploring all possibilities to establish an internal control function at the Secretariat, either through the creation of a full time position or through outsourcing of on-going services to external bodies, including United Nations Oversight bodies. The Programme and Budget Committee reviews the implementation of the programme of work before its submission to the Executive Council and General Assembly.</p> <p>Comments: In practice, the number of external auditors has been reduced to one since 2016 (UNWTO Financial Statements for the year ended 31 December 2015). Corresponding amendments to the Statutes and the Financing Rules were approved by the 22 GA.</p>
JIU/NOTE/2013/1: Reference Checks in the United Nations System Organizations		
7. JIU invites the executive heads of the United Nations system organizations to adopt the benchmarks set out in the present note with a view to	90%	<p>Status: accepted and in progress except benchmark 5, not accepted.</p> <p>While the UNWTO does conduct reference checking, its mechanism does not comply with all the benchmarks of the report.</p> <p>Comments:</p>

JIU Reference	Progress Level	Status and actions taken as of August 2018
ensuring that their respective organizations have sound reference checking procedures, and to report progress made to the legislative/governing bodies.		(i) Procedure for checking references is in place (ii) Reference check to all externally recruited staff is applied (iii) Reference checks for selected candidate only is performed (iv) HR is developing written guidelines to establish the mechanism for conducting reference checks (v) Reference checks are conducted in writing using appropriate templates and within an established means of communication (vi) All reference checks are documented, reviewed and certified prior to concluding the recruitment process; verification of original passports and original educational credentials of the selected candidates is also carried out
JIU/REP/2014/5. Follow-up inspection of the 2009 review of Management and Administration in the World Tourism Organization		
8. The UNWTO General Assembly should provide the required resources to permit the use of Chinese language as an official language of the Organization in accordance with UNWTO General Assembly resolution 521 (XVII)	50%	Status: accepted, under implementation. Implementation requires entry into force of the amendment to Article 38 of the Statutes. This amendment has not been yet ratified by two-thirds of the Members and is therefore not enforceable. Proposed actions: (i) Remind Members who have not yet ratified amendment of the Statutes to do so, (ii) seek voluntary contributions to enable interim implementation of the recommendation (iii) prepare a plan for the gradual introduction of the Chinese language in the Organization. Comments: In 2017, the General Assembly, resolution 694(XXII), requested the Executive Council to prepare and implement a plan for the gradual introduction of the Chinese language in the Organization, following the practice on the introduction of new languages in the Organization, with the aim of the establishing Chinese as an official language of UNWTO at the 23rd session of the General Assembly subject to its entry into force in accordance with Article 33 of the Statutes and urged Member States to ratify all the amendments (including that of Article 38) to the Statutes and Financing Rules as soon as possible.
9. The Secretary General should develop modalities of cooperation with the respective foundations and offices and submit them to the 2011 UNWTO General Assembly for consideration and approval, together with the outcome of the	50%	Status: accepted, under implementation No JIU investigation was ever carried out. See actions 42 and 43 of A/20/5(I)(e). Reform of relations with entities on track. Comments: A new arrangement is being developed for the Nara office. A new agreement with the Government of Andorra for the Themis Foundation was signed in 2014 clarifying the responsibilities of the parties towards the

JIU Reference	Progress Level	Status and actions taken as of August 2018
mentioned JIU investigation on the subject		Foundation and discussions have been engaged on the possibility to convert the Foundation into a fully integrated UNWTO Office. The ST-EP Foundation is currently in dissolution. Criteria and conditions for existing entities and for the establishment of any new one were approved by the General Assembly in 2015 in Medellin, Colombia.
10. The Secretary General should ensure that written summary records/minutes of the governing body meetings are duly produced	50%	Status: partially accepted, electronic records of Governing Bodies discussions to be kept by Secretariat Each governing body meeting has a report with the decisions taken and fully discussed prior to its adoption. Further, audio tapes of meetings are kept. Proposed actions: use technologically efficient systems
11. The practice of appointing the Director of Affiliate Members by a single Member State should be discontinued. The position maybe financed from extra-budgetary resources, but the selection process has to be done according to an open, competitive and transparent recruitment process. The Inspector recommends that the earliest opportunity be found for a renegotiation of the issue with the host country and that the cost of that post be reasonably shared by all member states in the interest of compliance with the principle of equal rights and equal duties for full members.	100%	Status: Accepted, implemented In compliance with JIU recommendations, the post of Director (P.5) in the Affiliate Members Department was advertised through a vacancy notice, published on the UNWTO website, and a competitive selection process was carried out accordingly. UNWTO Member States were informed of the advertisement via Note Verbale. The outcome of the selection process is communicated to the Executive Council in the Human Resources Report.
12. The UNWTO General Assembly should endorse the results-based management (RBM) framework developed by the JIU and request the Secretariat to use it in the implementation of RBM. The Secretary-General, making use of the results based benchmarks and framework developed by the JIU, should present to the Programme	25%	Status: partially accepted: The Secretariat prepares a programme of work based on the priorities of its Members, and recurrently reports on its implementation. Comments: Results-based budget and management implies a medium-term approach which requires substantive resources for IT adaptation and management change. Proposed actions: (i) Members could assess information gaps required in the programme of work and its implementation (ii) new approaches to formulating, implementing and reporting/evaluating the

JIU Reference	Progress Level	Status and actions taken as of August 2018
and Budget Committee in 2015 a report demonstrating how, within its particular constraints in terms of size and resources, the Secretariat has moved towards the implementation of the results-based management (RBM).		programme of work could be explored
13. The Secretary General should develop a rule defining the exceptional circumstances under which the extension of contracts over the age of retirement could be granted	100%	Status: Accepted, implemented This practice has been discontinued.
14. The UNWTO General Assembly should modify the Statutes of the Organization in order to provide for the selection of a single external auditor with a specified term limitation as well as country rotation	100%	Status: Accepted, implemented Proposed actions: UNWTO Statutes have been amended in this sense during the 22nd GA. Entry into force of the amendment is pending ratification of 2/3 of the Member States. The GA has only selected a single external auditor since the amendment was adopted.
15. It is suggested that the Secretary General review the functions, staffing (with status and grades), costs (gross and net from any compensation of services with the UN Women Fund) of the UNWTO New York Liaison Office and submit a report thereupon to the Executive Council (item newly raised)	25%	Status: accepted, under implementation Proposed actions: The Secretariat is renting since 2016 an office space in New York for the Liaison office for the Special Representative and three collaborators. The overall function and size is under revision by SG, to better align with Management Vision and available resources. In addition, the newly opened Geneva Liaison Office is hosted free of charge since 2015 in the ITC premises and has one Representative, supported by one person. The importance of the two liaison offices is significant, in particular to ensure the further inclusion of tourism in the development and trade agenda in general and in the 2030 Agenda.
16. The Secretary General could, in the context of the appointment of the EDs, formulate and publish formal job descriptions and inform the UNWTO governing bodies on measures to enhance the transparency of their grade, selection and appointment process (item newly raised)	75%	Status: Partially accepted, The Secretary-General informs the Executive Council of the structure of the Secretariat and of his choice and terms of EDs Proposed actions: Job descriptions for Executive Directors have been prepared. Executive Council informed of Secretary-General's choices. The Secretary-general has followed the structure provided in the UNWTO Staff rules and Regulations by appointing a Deputy Secretary-General and an Executive Director, with the approval of the Executive Council.

JIU Reference	Progress Level	Status and actions taken as of August 2018
17. The Inspector is of the view that the Secretary General could take measures to improve the gender balance at the senior grade level (item newly raised)	75%	<p>Status: accepted, in progress. 5 of the 13 staff at grades P5 and above are female.</p> <p>Comments: Vacancies at senior levels provide opportunities to improve gender balance.</p>
JIU/REP/2014/6: Analysis of the evaluation function in the United Nations System		
18. The executive heads of United Nations system organizations should adopt a balanced approach in addressing the purpose of evaluation for accountability, and for the development of a learning organization that has the appropriate incentive systems for innovation, risk-taking and the use of multidisciplinary perspectives.	50%	<p>Status: Accepted, under implementation.</p> <p>The Secretariat reports on the implementation of the programme of work and budget to the Programme and Budget Committee, Executive Council, Regional Commissions and General Assembly; in addition, an annual report stating key achievements of the Organization for the year is being published since 2010; evaluation of key events done since 2008; technical missions evaluated from 2008-2010 and since 2010 replaced by back-to-office reports.</p> <p>Comments: The Secretariat will progressively continue introducing new evaluation tools above existing ones, taking into account costs-benefits of such tools.</p>
JIU/REP/2014/8: use of non-staff personnel and related contractual modalities in the United Nations System organizations		
19. The legislative/governing bodies of the United Nations system organizations should systematically exercise their oversight functions on the use of non-staff personnel through regular reviews of non-staff personnel information/data provided by the respective executive heads.	100%	<p>Status: Implemented. The Executive Council has been informed of the conditions of service of non-staff.</p> <p>Proposed actions: Major reviews of non-staff issues are reported to the Executive Council.</p>
20. The executive heads of the United Nations system organizations should ensure periodic analytical reporting both internally (to senior management) and externally (to the respective governing body) on the use of non-staff personnel in their	50%	<p>Status: Partially implemented. The Executive Council has been informed of the conditions of service of non-staff.</p> <p>Internal reporting is done regularly</p> <p>Proposed actions: statistics on Service Contract holders are included in the Human Resources report.</p>

JIU Reference	Progress Level	Status and actions taken as of August 2018
<p>organizations. Such reports should include detailed data and analysis on the use of non-staff, including the number of non-staff and associated expenditure, their weight in the total workforce, the breakdown of contractual modalities and the areas and locations used, the developing trends and the potential risks and corresponding measures.</p>		
<p>JIU/REP/2014/9: Contract management and administration in the United Nations System</p>		
<p>21. The executive heads of the United Nations system organizations should develop a specific contract-management training programme in their organizations that would include courses offered as a requirement for all persons managing contracts of a certain size, value and complexity.</p>	25%	<p>Status: Accepted, pending implementation. Training on procurement has been delivered to all staff including summary introduction to contract management. Proposed actions: provide training on contract management.</p>
<p>22. The executive heads of the United Nations system organizations should ensure that a system exists in their organizations for documenting and reporting on a contractor's performance in meeting contract requirements, and assign responsibility and management accountability for completeness of the contractor's performance reporting.</p>	25%	<p>Status: accepted, pending implementation. Certification of delivery is made for each contract. Each manager monitors performance of the contractor. Proposed actions: To develop a specific system for reporting on contractor's performance and a registry containing contractors with unsatisfactory performance.</p>
<p>JIU/REP/2015/1: Evaluation of mainstreaming of full and productive employment and decent work by the United Nations system Organizations</p>		
<p>23. Executive heads of United Nations system organizations should instruct their respective technical</p>	100%	<p>Status: accepted, implemented UNWTO has continuously worked with ILO in the past years on many issues, including decent work, resulting on several publications and other publications. More</p>

JIU Reference	Progress Level	Status and actions taken as of August 2018
<p>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.</p>		<p>recently, it has contributed to the Guidelines on Ethical Work, as developed by the ILO. A workshop on "Tourism and Employment" was held in October 2017 with the ILO, Spanish Authorities and labor unions and business associations.</p>
JIU/REP/2015/4: Public information and communications policies and practices in the United Nations system		
<p>24. 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.</p>	25%	<p>Status: accepted, under implementation.</p> <p>Proposed actions: To assess the benchmarks and their applicability to the UNWTO. To be incorporated in the communication strategy and outouts to be presented at the 23rd General Assembly.</p>
<p>25. 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.</p>	25%	<p>Status: accepted, under implementation.</p> <p>Proposed actions: To assess the benchmarks and their applicability to the UNWTO. To be incorporated in the communication strategy to be presented at the 23rd General Assembly.</p>
<p>26. 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</p>	25%	<p>Status: accepted, pending implementation.</p> <p>Proposed actions: To assess the benchmarks and their applicability to the UNWTO. To be incorporated in the communication strategy to be presented at the 23rd General Assembly.</p>

JIU Reference	Progress Level	Status and actions taken as of August 2018
properly aligned with the other respective policies and frameworks/strategies for public information and communications.		
27. 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.	40%	<p>Status: Accepted, under implementation. UNWTO has in-house capacity for social media management commensurate with its overall resource level.</p> <p>Proposed actions: A social media strategy is being developed and will be presented as part of the overall UNWTO Communications Strategy.</p>
JIU/REP/2015/5: Review of activities and resources devoted to address climate change in the United Nations Organizations		
28. 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.		<p>Status: accepted, under consideration. Due to its cross-sectorial nature, tourism can contribute to a more resource efficient value chain and stimulate behavioural change towards low-carbon destinations.</p> <p>UNWTO is working on an analysis and policy recommendations in tourism and climate change, to be published in 2019.</p> <p>Proposed actions: For consideration, pending approval of a long term UN-system-wide climate change strategy. Issue to be included in the UNWTO 2030 Strategy</p>
29. 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	25%	<p>Status: accepted, under consideration. UNWTO has implemented climate change related projects and activities which reflect a “quadruple bottom line” of environmental, social, economic and climate responsiveness.</p> <p>The Sustainable Tourism Programme of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP), led by UNWTO, supports cooperation between stakeholders to advance resource efficiency and low-carbon practices in the tourism sector. UNWTO is a climate-neutral Organization for its</p>

JIU Reference	Progress Level	Status and actions taken as of August 2018
outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21).		operations since 2015. Proposed actions: For consideration, pending approval of a long term UN-system-wide climate change strategy.
30. 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.	25%	Status: Under consideration 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. Proposed actions: Assess the involvement of UNWTO as this initiative progresses
31. 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.	25%	Status: Accepted, pending implementation UNWTO continues participating in the UNCC Learn, a collaborative initiative involving more than 35 global organizations, which supports countries, among others, on sustainable learning to address climate change. The initiative responds to the COP22 Decision on improving the effectiveness of the Doha Work Programme on the Article 6 of the UNFCCC Convention, which seeks to reduce the impact of climate change by enabling society to be a part of the solution, through education, training and public awareness and also to Article 12 of the Paris Agreement during COP23 on the same issue. Proposed actions: Assess the involvement of UNWTO in the initiative under the CEB as it progresses
JIU/REP/2016/4: Fraud Prevention, Detection and Response in United Nations System Organizations		
32. 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	25%	Status: Accepted, under consideration Action to be taken: Adopt United Nations Framework against Fraud and Corruption. Issue administrative circular adopting a zero tolerance policy against Fraud and Corruption. Provide training to staff.

JIU Reference	Progress Level	Status and actions taken as of August 2018
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.		
33. 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.	0%	Status: Accepted, under consideration
34. 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.	0%	Status: Accepted, under consideration Action taken: A training on fraud should be delivered to all staff
35. 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 s at all	0%	Status: Accepted, under consideration Action to be taken: include in next internal audit to be conducted.

JIU Reference	Progress Level	Status and actions taken as of August 2018
<p>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.</p>		
<p>36. 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.</p>	0%	<p>Status: Accepted, under consideration</p>
<p>37. 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.</p>	25%	<p>Status: Accepted, implemented</p> <p>Action taken: a review of internal control mechanisms in the areas of procurement, non-staff contracts and sponsorships was undertaken in February 2018. The Secretary-General is currently reviewing all possibilities for the establishment of an internal control function that would also ensure that proportionate anti-fraud controls exist</p> <p>Suggested actions: Strengthen the internal control mechanisms.</p>
<p>38. When introducing or updating statements of internal controls, the executive heads of the</p>	0%	<p>Status: Accepted, under consideration</p> <p>Suggestion Action: Adopt anti-fraud policies and practices. Report to Governing Bodies</p>

JIU Reference	Progress Level	Status and actions taken as of August 2018
<p>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.</p>		
<p>39. 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.</p>	100%	<p>Status: Accepted, implemented</p> <p>Action taken: Implement UNWTO's framework, which is seen adequate for the size and complexity of UNWTO's operations.</p>
<p>40. 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.</p>	50%	<p>Status: Accepted, implemented</p> <p>Action taken: Revise UNWTO existing whistle-blower policy to include third parties and implementing partners.</p>

JIU Reference	Progress Level	Status and actions taken as of August 2018
41. 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.	0%	Status: Accepted, under consideration
42. 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.	0%	Status: Accepted, under consideration Action suggested: a permanent item to be included in the agendas of the Governing Bodies. SG will report on the progress in the establishment of an anti-fraud strategy, policy and measures.
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		
43. 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	100%	Status: Accepted, implemented Action taken: Implement UNWTO's Programme of work, UNWTO follows CEB guidance

JIU Reference	Progress Level	Status and actions taken as of August 2018
<p>more effective use of statistics by national stakeholders to achieve national development goals and should develop system wide guidance for United Nations system entities on this issue.</p>		
<p>JIU/REP/2016/7: Comprehensive Review of United Nations System Support for Small Island Developing States: Final Findings</p>		
<p>44. 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.</p>	50%	<p>Status: Accepted, under consideration</p> <p>The UNWTO is following developments on SIDS and tourism. Its work on tourism and climate change includes a specific focus on SIDS.</p> <p>Action taken: Consider appropriate actions in UNWTO's POW and inclusion in the UNWTO Strategic Plan towards 2030</p>
<p>45. 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.</p>	25%	<p>Status: Accepted, under consideration</p> <p>The UNWTO is following developments on SIDS and tourism</p> <p>Action taken: Consider appropriate actions in UNWTO's POW and inclusion in the UNWTO Strategic Plan towards 2030</p>
<p>46. The governing bodies</p>	25%	<p>Status: Accepted, under consideration</p>

JIU Reference	Progress Level	Status and actions taken as of August 2018
<p>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.</p>		<p>The UNWTO is following developments on SIDS and tourism</p> <p>Action taken: Consider appropriate actions in UNWTO's POW and inclusion in the UNWTO Strategic Plan towards 2030</p>
<p>47. 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.</p>	25%	<p>Status: Accepted, under consideration</p> <p>The UNWTO is following developments on SIDS and tourism</p> <p>Action taken: Consider appropriate actions in UNWTO's POW and inclusion in the UNWTO Strategic Plan towards 2030</p>
<p>48. 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</p>	25%	<p>Status: Accepted, under consideration</p> <p>The UNWTO is following developments on SIDS and tourism</p> <p>Action taken: Consider appropriate actions in UNWTO's POW and inclusion in the UNWTO Strategic Plan towards 2030</p>

JIU Reference	Progress Level	Status and actions taken as of August 2018
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.		
49. 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.	25%	<p>Status: Accepted, under consideration</p> <p>The UNWTO is following developments on SIDS and tourism</p> <p>Action taken: Consider appropriate actions in UNWTO's POW and inclusion in the UNWTO Strategic Plan towards 2030</p>
50. The legislative and governing bodies of the United Nations system organizations should ensure, based on the on-going 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.	50%	<p>Status: Accepted, under consideration</p> <p>The UNWTO is following developments on SIDS and tourism. Initiatives such as INSTO or MST partly respond to this recommendation.</p> <p>Action taken: Consider appropriate actions in UNWTO's POW and inclusion in the UNWTO Strategic Plan towards 2030</p>
51. The governing bodies of the United Nations system organizations should	50%	<p>Status: Accepted, under consideration</p> <p>The UNWTO is following developments on SIDS and</p>

JIU Reference	Progress Level	Status and actions taken as of August 2018
<p>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.</p>		<p>tourism. Initiatives such as INSTO or MST partly respond to this recommendation.</p> <p>Action taken: Consider appropriate actions in UNWTO's POW and inclusion in the UNWTO Strategic Plan towards 2030</p>
JIU/REP/2016/9: Safety and Security in the United Nations System		
<p>52. 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.</p>	0%	<p>Status: Accepted, under implementation</p> <p>Safety and Security is not explicitly address in performance assessments of managers</p> <p>Action taken: Consider inclusion of safety and security assessment at managerial levels</p>
JIU/REP/2016/10: Knowledge Management in the United Nations System		
<p>53. 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.</p>	0%	<p>Status: Accepted, under consideration</p> <p>Knowledge management is handled in an ad hoc manner</p> <p>Action taken: Introduce systematic policies on knowledge management and its transfer</p>
<p>54. 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</p>	0%	<p>Status: Accepted, under consideration</p> <p>Knowledge management is handled in an ad hoc manner</p> <p>Action taken: Introduce systematic policies on knowledge management and its transfer</p>

JIU Reference	Progress Level	Status and actions taken as of August 2018
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.		
55. 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.	100%	<p>Status: Implemented</p> <p>Knowledge management is handled through a handover report and meetings, completed by the staff member prior to his/her departure from the Organization.</p> <p>Action taken: Introduction of a mandatory handover report as part of the separation procedure.</p>

Annex III Implemented JIU recommendations

JIU/REP/2007/1. Voluntary Contributions in the United Nations
1. The legislative bodies of United Nations system organizations should request their respective executive heads to expedite work on the harmonization of support cost recovery policies that is currently being carried out under the auspices of the United Nations System Chief Executives Board for Coordination (CEB).
2. The legislative bodies of United Nations system organizations should request their respective executive heads to ensure that agreements negotiated with individual donor countries for associate expert/junior professional officer programmes include a funding component for candidates from under- and unrepresented countries.
3. The legislative bodies of each United Nations fund and programme should establish an intergovernmental working group to develop proposals for a voluntary indicative scale of contributions for core resources, based on the model adopted by UNEP, for the consideration and approval of the legislative bodies.
4. Executive heads should develop, or continue to develop, flexible funding modalities, such as thematic funding and pooled funding, for the consideration and approval of the legislative bodies.
5. Executive heads should ensure that the resource mobilization strategy developed for their respective organizations includes a centralized coordinating entity and that the roles, responsibilities and any delegated authorities for resource mobilization are clearly specified in appropriate administrative instruments.
JIU/REP/2008/6. Review of Management of Internet Websites
6. For relevant, timely and high quality website content, the executive head of each United Nations system organization should ensure the implementation of a CMS which offers full support to Latin, non-Latin and bi-directional scripts and, as far as practicable, be compatible with CMS used by other organizations. When selecting an appropriate CMS, they should give serious consideration to adopting common information exchange standards and also consider the benefits of a common CMS across the United Nations system.
7. The executive head of each United Nations system organization should ensure that sufficient and sustained funding for staffing and training are allocated to website management. If such funding could not be provided through redeployment or other means, it should be reported to the governing body for its consideration in order to implement those recommendations contained in this report, which have financial implications, inter alia, CMS, staffing, training, language parity, adoption of common information exchange standards, etc.
8. The governing bodies of the United Nations system organizations should establish an ad hoc committee dealing with the implementation of multilingualism on their corporate websites. The governing bodies shall review the report submitted by the ad hoc committee on the measures and financial implications to achieve language parity on their websites and take appropriate action.
9. The executive heads of the United Nations system organizations should establish a mechanism reporting to the HLCM, with the participation of all stakeholders, for coordination purposes and to establish common policies, standards and guidelines on websites.
10. The governing bodies of United Nations system organizations should request the executive heads to report to their next session on the implementation of the recommendations contained in this report addressed to the executive heads, in particular those aimed at reforming website governance, updating website strategy and policy, and implementing multilingualism.
JIU/REP/2009/8. Selection Executive Heads

<p>11. The legislative bodies of the United Nations, specialized agencies and IAEA, which have not yet done so, should conduct hearings/meetings with candidates running for the post of executive head, in order to enhance transparency and credibility of the selection process and to make the process more inclusive of all Member States.</p>
<p>12. In order to enhance transparency and ensure accountability in the appointment process of executive heads of the United Nations funds, programmes, other subsidiary organs and entities, the Secretary-General of the United Nations, in consultation with the organizations concerned, should:</p> <p>(a) Issue vacancy announcements for all the posts of executive head on the organization's website and in public media, such as relevant journals, periodicals and newspapers;</p> <p>(b) Establish criteria and terms of references, including required competencies, qualifications and experience, expected to be possessed by candidates for the said posts of executive head;</p> <p>(c) Establish rigorous criteria and procedures for screening candidates for the posts of executive head of the United Nations funds, programmes, other subsidiary organs and entities, and for interviews with candidates conducted by the ad hoc panels and by the Secretary-General.</p>
<p>13. In order to enhance transparency of the appointment of executive heads of the United Nations funds, programmes, other subsidiary organs and entities, and to make the process more inclusive of Member States, the Secretary-General should ensure that hearings/meetings be conducted with the shortlisted candidates by members of the executive boards, advisory committees and/or the other legislative bodies of the United Nations funds, programmes, other subsidiary organs and entities.</p>
<p>14. The legislative bodies of the United Nations system organizations, which have not yet done so, should establish timelines for the selection process of their executive heads ending at least three months before the expiring date of the mandate of the incumbent, in order to ensure a smooth transition between the incumbent and the incoming executive head.</p>
<p>15. The legislative bodies of the United Nations system organizations should request all candidates for the post of executive head to submit, together with their curriculum vitae, a certificate of good health signed by a recognized medical facility.</p>
<p>16. The legislative bodies of the United Nations system organizations should adopt provisions to limit the terms of their executive heads to a maximum of two successive terms not exceeding five years each, if such provisions have not yet been adopted.</p>
<p>17. The legislative/governing bodies of the United Nations system organizations should condemn and prohibit unethical practices such as promises, favours, invitations, gifts, etc., provided by candidates for the post of executive head or their supporting governments during the selection/election campaign, in return for favourable votes for certain candidates.</p>
<p>18. The legislative bodies of the United Nations system organizations should adopt provisions comprehensively addressing conflicts of interest pertaining to, and/or wrongdoing/misconduct allegedly committed by, executive heads, if such provisions have not yet been adopted.</p>
<p>19. The legislative bodies of the United Nations system organizations should direct the internal oversight or ethics office/function, as appropriate, or JIU to conduct investigations into alleged cases of wrongdoing or misconduct, including retaliation and irregularities relating to financial disclosure statements, allegedly committed by executive heads of system organizations. The investigating authority should report the outcome of the investigation directly to the legislative body of the respective organization for action on the matter. The JIU, however, can undertake on its own initiative such investigations, should it so decide.</p>
<p>20. The legislative bodies of the United Nations system organizations should establish rigorous policies regarding the acceptance of gifts, honours, decorations, etc., by their executive heads, where no such policies currently exist.</p>
<p>21. The legislative bodies of the United Nations system organizations should include in the terms of appointment of their executive heads a provision for a possible termination allowance based on ICSC standards, where such a provision is missing.</p>

JIU/REP/2010/3.Ethics
22. The legislative bodies of the smaller organizations should direct their respective executive heads to put forward proposals for providing the ethics function through either a joint ethics office established by a group of organizations on a cost-sharing basis or in-sourcing to the ethics office of another organization on a cost-sharing/cost recovery basis.
23. The executive heads should ensure that the post of head of the ethics office in their respective organizations has ethics qualifications and experience as a requirement, and this should be included in the job description for the post and in the vacancy announcement.
24. The executive heads should ensure that the vacancy for the appointment of the head of the ethics office in their respective organizations is open to both internal and external candidates on an equal basis, and that the vacancy announcement is widely publicized.
25. The executive heads should ensure that the vacancy announcement for the appointment of the head of the ethics office in their respective organizations is prepared in full consultation with the staff representatives.
26. The executive heads should ensure that a staff representative serves on the appointment board for the selection of the head of the ethics office.
27. The legislative bodies should direct their respective executive heads to apply term limits to the appointment of the head of the ethics office, which should be a non-renewable appointment of seven years, or no more than two consecutive appointments of four or five years, with no possibility of re-employment by the same organization.
28. The legislative bodies should direct their respective executive heads to ensure that the head of the ethics office submits an annual report, or a summary thereof, unchanged by the executive head, directly to the legislative body, together with any comments of the executive head thereon.
29. The legislative bodies should direct their respective executive heads to ensure that the head of the ethics office has informal access to the legislative bodies which is enshrined in writing.
30. The executive heads of United Nations system organizations who have not already done so should expedite the process of seeking membership for their respective organizations in the United Nations Ethics Committee.
31. The legislative bodies of the smaller organizations should direct their respective executive heads to put forward proposals for providing the ethics function through either a joint ethics office established by a group of organizations on a cost-sharing basis or in-sourcing to the ethics office of another organization on a cost-sharing/cost recovery basis.
32. The executive heads should ensure that the post of head of the ethics office in their respective organizations has ethics qualifications and experience as a requirement, and this should be included in the job description for the post and in the vacancy announcement.
33. The executive heads should ensure that the vacancy for the appointment of the head of the ethics office in their respective organizations is open to both internal and external candidates on an equal basis, and that the vacancy announcement is widely publicized.
34. The executive heads should ensure that the vacancy announcement for the appointment of the head of the ethics office in their respective organizations is prepared in full consultation with the staff representatives.
35. The executive heads should ensure that a staff representative serves on the appointment board for the selection of the head of the ethics office.
36. The legislative bodies should direct their respective executive heads to apply term limits to the appointment of the head of the ethics office, which should be a non-renewable appointment of seven years, or no more than two consecutive appointments of four or five years, with no possibility of re-employment by the same organization.
37. The legislative bodies should direct their respective executive heads to ensure that the head of the ethics office submits an annual report, or a summary thereof, unchanged by the executive

head, directly to the legislative body, together with any comments of the executive head thereon.
38. The legislative bodies should direct their respective executive heads to ensure that the head of the ethics office has informal access to the legislative bodies which is enshrined in writing.
39. The executive heads of United Nations system organizations who have not already done so should expedite the process of seeking membership for their respective organizations in the United Nations Ethics Committee.
40. The executive heads should ensure that mandatory ethics training is provided to all staff of their respective organizations, and should take the lead by participating in this training, including mandatory refresher courses that should take place every three years.
41. The legislative bodies should direct their respective executive heads to put forward proposals for an internal mechanism to be established that would set out the modalities for the ethics office and/or the internal oversight service to investigate or undertake reviews of allegations brought against the executive head of the organization, including reporting the outcome of the investigation or review directly to the respective legislative body.
JIU/REP/2010/5. Audit Function
42. To enhance accountability and transparency, the legislative/governing bodies should require that the financial statements be finalized no later than three months after the end of the financial period to enable the external auditor to submit his/her report, first to the audit/oversight committee and then, no later than six months after the end of the financial period to the legislative/governing body, and to have it published on the website of the organization.
43. The legislative/governing bodies in the United Nations system organizations direct the executive heads at each organization to inform them of all third-party audit/verification requests, after consulting the audit/oversight committees and the external auditors.
44. The legislative bodies should require that the charter of the audit/oversight committees be reviewed regularly, at least every three years, and any change be submitted for the approval of the legislative bodies
45. The legislative/governing bodies should elect/appoint the audit/oversight committee members, the number of whom should vary between five and seven members with due regard to professional competency, geographical distribution and gender balance so as to represent the governing bodies' collective interests. The candidates should be screened by a committee, unless the audit/oversight committee is a subcommittee of the legislative/governing bodies, to ensure compliance with the said requirements, including independence before their appointment.
46. To ensure transparency and disseminate best practices, the chair of the audit/oversight committee should submit at least one annual report directly to legislative/governing bodies with separate comments by executive heads, if any, which should be published on the website of the organization, in line with best practices.
JIU/REP/2010/06. IPSAS
47. The legislative bodies should request their respective executive heads to issue regular progress reports on the implementation status of IPSAS.
48. The legislative bodies should provide the support, staffing and funding required to ensure successful and effective transition to IPSAS.
49. The Executive Heads should ensure that the set of 16 best practices identified in the present JIU report is applied when implementing the IPSAS project.
JIU/REP/2010/7. Trust Funds
50. The legislative bodies of the United Nations system organizations should strengthen the integrated management of the regular budget and extrabudgetary resources in order to ensure that the extrabudgetary resources, including the trust funds, are in line with the strategic and

<p>programmatic priorities of the organizations.</p>
<p>51. The legislative bodies of the United Nations system organizations should invite all donors to respond favourably to the efforts made by the organizations to increase the portion and volume of thematic trust funds and other types of pooled funds, in order to facilitate more efficient trust fund management.</p>
<p>52. The executive heads of the United Nations system organizations should ensure that risks related to trust funds are assessed, and measures are taken to manage them.</p>
<p>53. The executive heads of the United Nations system organizations should review, consolidate and update existing legal instruments relating to the administration and management of trust funds in their organizations, and ensure that they are available to and accessible by all staff concerned in a user-friendly format.</p>
<p>54. The Secretary-General, in his capacity as Chairman of the CEB, should develop a common position regarding the conditions and modalities for accepting and receiving resources for trust funds from regional financial institutions and development banks. Once such a common position has been developed, the rules, regulations and policies of the organizations should be updated and submitted to the respective legislative bodies for approval.</p>
<p>55. The Secretary-General, in his capacity as Chairman of the CEB, should revitalize the inter-agency work with a view to come to an agreement among the United Nations system organizations on the harmonization of cost recovery policies and principles for trust funds, as well as activities financed by other extrabudgetary resources. Such cost recovery policy should include an unambiguous rule on the programme support cost (PSC) rate and the categories of costs to be charged directly to the programmes.</p>
<p>56. The legislative bodies of the United Nations system organizations should review the harmonized cost recovery policies and principles for trust funds and activities financed by other extrabudgetary resources, once they have been agreed within the CEB, with a view to updating the cost recovery policies of their organizations accordingly.</p>
<p>57. The executive heads of the United Nations system organizations should ensure that their current and future ERP systems can provide the required financial data for managing, monitoring and reporting on trust funds and trust-fund-financed activities.</p>
<p>58. The executive heads of the United Nations system organizations should review and update the provisions for delegation of authority with regard to trust fund management with a view to adjusting to the changing and increasing role of the regional and country offices.</p>
<p>59. The executive heads of the United Nations system organizations should ensure that training programmes for field staff include adequate training on trust fund administration and management.</p>
<p>JIU/NOTE/2011/1. Procurement</p>
<p>60. Executive heads should integrate risk management into the procurement process. This should include the operation of procurement units, analysis of procurement activities and the implementation of individual procurements.</p>
<p>61. Executive heads should, with the guidance of governing bodies, develop and gradually implement environmentally responsible procurement policies and guidelines in compliance with the principle of competition and with all due respect for the access of developing countries and countries in transition to procurement.</p>
<p>62. Executive heads should review their ethics policies and practices on procurement with a view to aligning them with best practices.</p>
<p>63. Executive heads should adopt a vendor sanction policy as a matter of priority so as to enhance transparency and accountability in procurement activities.</p>
<p>64. Executive heads should develop a formal mechanism to review vendor complaints in order to enhance objectivity, fairness, transparency and consistency in the procurement process.</p>
<p>65. Executive heads should ensure the development and implementation of knowledge mechanisms to identify, share and disseminate lessons learned and best practices in procurement</p>

activities across their organizations.
66. Executive heads should assess and identify the importance of the procurement function for organizational activities at their respective organizations, position this function appropriately in the managerial hierarchy and provide the required human resources for procurement activities based on an analysis of volume, complexity and workload involved
67. Executive heads should develop a procurement training policy based on the assessment of the competencies needed in procurement, with a view to ensuring that staff dealing with procurement are well trained and provide highly professional services.
68. Executive heads should ensure that the procurement process, contract management and data collection capabilities are integrated into the information systems of their organizations.
69. Executive heads should regularly review the performance of LTAs and try to maximize their use by collecting and analysing relevant statistics and seeking more standardization and demand aggregation in the procurement of goods and services.
70. Executive heads should ensure that there is regular internal (to senior management) and external (to governing bodies) reporting with respect to procurement activities.
JIU/REP/2011/2. Senior appointments
71. The General Assembly should endorse the guidelines in paragraph 87 (a) to (l) of this report and direct the Secretary-General to follow the guidelines in selecting and appointing senior managers in tandem with the process outlined in the Secretary-General's accountability report (A/64/640).
JIU/REP/2011/9. ICT governance
72. The executive heads of the United Nations system organizations should ensure that the ICT governance committee, or equivalent, is composed of the most senior business managers representing all major services of the organization, and chaired by an executive manager, preferably at the level of deputy head of the organization or equivalent.
73. The executive heads of the United Nations system organizations should ensure that the ICT governance committee, or equivalent, is convened regularly with the fullest possible participation of its members, adequate documentation is provided in a timely manner and meeting records are kept, so as to make full use of the committee's work and function.
74. The executive heads of the United Nations system organizations should ensure that the function and performance of the ICT governance committee, or equivalent, is reviewed and evaluated regularly, but not less than every three years, so as to ensure its effectiveness and facilitate improvement.
75. The executive heads of the United Nations system organizations should ensure that the Chief Information Officer (CIO), or equivalent, should be placed at an appropriate senior level with overall responsibilities and authority, and have access to executive management.
76. The executive heads of the United Nations system organizations should ensure that corporate ICT strategies are prepared, endorsed and periodically reviewed and updated, in order to ensure that they are closely aligned to the organization's business needs and priorities and yield value for their ICT investment.
77. The legislative bodies of the United Nations system organizations should request the executive heads to present the corporate ICT strategies to Member States for their information and support.
78. The executive heads of the United Nations system organizations should make sure that their ICT strategies are closely aligned to the organization's medium- and long-term strategic plans or equivalent, so as to ensure that ICT sustains and supports the organization's business needs and mandates.
79. The executive heads of the United Nations system organizations should establish monitoring

mechanisms for the implementation of their ICT strategies, ensuring that the ICT strategy and its implementation roadmap, deliverables and performance indicators are continuously monitored and regularly reported on to the ICT governance committee, or equivalent.
80. The executive heads of the United Nations system organizations should strengthen their efforts in keeping track of the ICT costs in their organizations, including the total annual recurring and ad hoc ICT costs, as well as details on the main cost elements.
81. The executive heads of the United Nations system organization should ensure that post-implementation reviews of major ICT investments and projects are conducted in line with the organization's ICT investment methodologies and policies.
JIU/REP/2014/5: Follow-up inspection of the 2009 review of Management and Administration in the World Tourism Organization
82. The Secretary General should elaborate a detailed phased work plan, including necessary resources, for the implementation of IPSAS and submit it to the General Assembly for approval.
83. It is suggested that this forthcoming report (by the JIU on non-staff) be used to review the employment of non-staff personnel in liaison with the Human Resources network of the CEB (item newly raised)
JIU/REP/2014/6: Analysis of the Evaluation Function in the United Nation System
84. The executive heads of United Nations system organizations should make the use of evaluation an organizational priority based on a well-defined vision, strategy and results framework for the evaluation function, and report to their legislative bodies on the level, nature and impact of use of evaluation.
JIU/REP/2014/8: Use of non-staff personnel and related contractual modalities in the United Nations system Organizations
85. The executive heads of the United Nations system organizations should ensure that individuals working for the organization under third-party/outsourcing contracts have decent working conditions, including a fair salary and social benefits and entitlements.
86. The executive heads of the United Nations system organizations should ensure that the gender balance policy and related measures include non-staff personnel, including United Nations Volunteers (UNVs). Gender balance in non-staff personnel recruitment should be promoted and monitored as part of the overall gender equality policy.
87. The executive heads of the United Nations system organizations should allow long-serving non-staff (including UNVs) to apply as internal candidates for vacant staff positions, with a view to ensuring fairness and providing a measure to reduce long-serving non-staff in the organizations.
88. The executive heads of the United Nations system organizations should ensure that long-serving non-staff personnel (including UNVs) have access to appropriate formal internal justice mechanisms. To that end, the executive heads should consider allowing them access to existing mechanisms or establish another practical system for their use.
89. The executive heads of the United Nations system organizations, as a matter of priority, should ensure and formalize the access of non-staff personnel (including UNVs) to mediation, the ethics office, the office of the ombudsman and other informal conflict-resolution mechanisms, and ensure that such personnel have recourse to the policies on the prevention of harassment and whistle-blowing. Furthermore, non-staff should be informed of those rights.
90. The executive heads of the United Nations system organizations should revise their non-staff policies, including the definition of non-staff and the criteria for the use of non-staff personnel, by using the employment relationship principle in accordance with relevant labour recommendations of the International Labour Organization.
91. The executive heads of the United Nations system organizations should review the use of non-staff personnel with a view to identifying long-serving non-staff personnel under a de facto

employment relationship and establish a plan (short- to medium-term) to terminate the inappropriate prolonged use of non-staff personnel. The plan, including resources required, should be presented to the legislative/governing bodies for endorsement and provision of the necessary financial support.

92. The executive heads of the United Nations system organizations should strengthen their internal monitoring, control and oversight of the use of non-staff personnel, through the sustained application of effective internal control mechanisms, systematic corporate monitoring and information/data collection, analysis and audits. They should ensure that a central department/unit at the corporate level is held responsible for global monitoring, analysis and reporting on the issue.

93. The executive heads of the United Nations system organizations should ensure that updated and consolidated practical guidelines on the use of non-staff personnel are in place to guide managers involved in decision-making on the use of non-staff contractual modalities.

94. The executive heads of the United Nations system organizations should ensure that there is a clear, fair and rational mechanism for the determination and adjustment of remuneration levels of non-staff personnel, particularly in respect of long-serving non-staff.

JIU/REP/2014/9: Contract Management and Administration in the United Nations system

95. The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to update and, when necessary, develop specific policies, procedures, guidance and follow-up systems to ensure effective and efficient management of post-award contract activities.

96. The executive heads of the United Nations system organizations should incorporate in their annual statements of internal controls certifications, by individuals with procurement and contracts management authority, that the execution of contracts has been in full compliance with the organization's policies, procedures and rules.

97. The executive heads of the United Nations system organizations should re-assess the financial and human-resource needs for post-award contract management in terms of current and projected contract volume, value, complexity and type and decide on the best support structures required (e.g. centralized or decentralized) to ensure best value for money and the achievement of the organization's objectives.

98. The executive heads of the United Nations system organizations should ensure that supervisors of persons managing contracts incorporate contract-management criteria in these persons' annual performance evaluations.

99. The executive heads of the United Nations system organizations should conduct a study in their organizations to analyse the causes of modifications in contracts above certain thresholds and identify systemic deficiencies contributing to cost increases and delays. Remedial action should follow to address such deficiencies.

100. The executive heads of the United Nations system organizations should ensure that, when applicable, appropriate levels of liquidated damages and other remedies are included in the standard clauses of contracts and are judiciously enforced to protect the interests and rights of their organizations.

101. The legislative bodies of the United Nations system organizations should direct the executive heads of their organizations to put in place a system whereby the persons designated to manage contracts after award are notified in writing about their accountability and responsibilities when managing a contract, and possess the required qualifications to manage the contract.

JIU/NOTE/2014/1: Use of retirees and staff retained beyond the mandatory age of separation at United Nations Organizations

102. Executive heads should set up effective mechanisms to capitalize on the knowledge and experience of staff due to retire and of retirees when rehired through coaching and mentoring

programmes, in line with good practices identified.
103. Executive heads should (a) set up a coherent regulatory framework for the approval of exceptions, to retain staff beyond the mandatory age of separation and for the employment of retirees, regardless of the type of contract and funding, based on good practices identified in the United Nations and other system organizations, taking into account the specific needs of certain highly specialized technical agencies; and (b) ensure strict compliance with this framework.
104. Executive heads of organizations, particularly those with a large number/proportion of staff retained beyond MAS and retirees rehired, should: (a) take immediate action to limit such cases to exceptions which are fully justified and regularly monitored and reported to legislative bodies; and (b) ensure that their employment in senior executive and general service positions is restricted to instances where needs cannot be met by current staff, and that they are rehired as consultants, when applicable, with due regard to the specific needs of organizations.
105. Executive heads of organizations, particularly those with a large number/proportion of staff retained beyond MAS and retirees rehired, should: (a) take immediate action to limit such cases to exceptions which are fully justified and regularly monitored and reported to legislative bodies; and (b) ensure that their employment in senior executive and general service positions is restricted to instances where needs cannot be met by current staff, and that they are rehired as consultants, when applicable, with due regard to the specific needs of organizations.
JIU/ML/2015/2: Management Letter on UNWTO efforts towards IPSAS compliance
106. 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.
JIU/REP/2016/2: Succession Planning in the United Nations System Organizations
107. 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.
108. 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.
109. 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.
JIU/REP/2016/9: Safety and Security in the United Nations System
110. 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: <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

111. 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 .

112. 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.