



## Executive Council

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### Report of the Secretary-General

#### Part II. Administrative and statutory matters

##### (e) Joint Inspection Unit recommendations in the context of the White Paper

#### I. Introduction

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1. The Joint Inspection Unit of the United Nations (JIU) is a body of the UN Secretariat created in 1966 with the mandate to provide an independent view through inspection and evaluation, aimed at improving management and methods and at achieving greater coordination between organizations (ref. JIU Statute, Article 5.2).
2. The UNWTO, as a participant in the UN system, has the mandate to review JIU reports and to submit them to its Governing Bodies. Since 2012 and to that effect, reports have been issued to the 94th and 96th sessions of the Executive Council (CE/94/3(II)(b): [http://dxtq4w60xqpw.cloudfront.net/sites/all/files/pdf/ce94\\_03\\_ii\\_b\\_jiu\\_en.pdf](http://dxtq4w60xqpw.cloudfront.net/sites/all/files/pdf/ce94_03_ii_b_jiu_en.pdf) and CE/96/2(g) [http://dxtq4w60xqpw.cloudfront.net/sites/all/files/pdf/ce96\\_02\\_g\\_jiu\\_recommendations\\_white\\_paper\\_en.pdf](http://dxtq4w60xqpw.cloudfront.net/sites/all/files/pdf/ce96_02_g_jiu_recommendations_white_paper_en.pdf)).
3. Likewise, as JIU reports and recommendations concern administrative and management practices of the Organization, the Executive Council has decided that recommendations to be implemented are to be done in the context of the implementation of the White Paper, which is the main vehicle adopted for reform of the organization (ref. CE/DEC/7(XCIV) and CE/DEC/7(XCVI)).

#### II. Implementation of recommendations

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4. The JIU conducted in 2013 a follow-up inspection of the Management and Administrative Review of the Organization it had carried out in 2009, whose report (JIU/REP/2014/5) was presented at the 98th session of the Executive Council [http://dxtq4w60xqpw.cloudfront.net/sites/all/files/pdf/ce98\\_03\\_ii\\_e\\_report\\_of\\_the\\_jiu\\_en.pdf](http://dxtq4w60xqpw.cloudfront.net/sites/all/files/pdf/ce98_03_ii_e_report_of_the_jiu_en.pdf) and was referred to the Programme and Budget Committee for review (CE/DEC/12(XCVIII)).



5. During that review process, the Secretariat explained to the JIU inspectors the difficulties of following up on a large number of recommendations generically addressed every year to entities within the UN system, as UNWTO resources are very limited and the characteristics of UNWTO's Programme of Work and of the UNWTO as a headquarters-based agency (no field offices like most UN entities) result in lesser relevance of a number of JIU recommendations.

6. The JIU team inspecting the UNWTO appreciated the argument, and so the JIU has now modified its approach to recommendations in its reports: specifically, recommendations are now addressed either for action or for information, depending on the characteristics of the recipient. In this regard, the JIU is mindful of the resource situation of smaller UN agencies (UNWTO, UPU, WMO, IMO) in addressing recommendations for action to them. UNWTO is very thankful to the JIU for its initiative, as it is felt that proper prioritization will help focus reform and avoid the negative impact of an unmanageable reform agenda.

7. While this initiative of targeted recommendations started in 2013 as later described in this report, the JIU has requested the UNWTO to reconsider its reports for the period 2006-2012. For the 2006-2011 period it has already been agreed that reconsideration will not encompass all JIU reports issued, but will focus on a subset of those considered more relevant. For 2012, discussions are still ongoing. It is proposed that this review be done together with that mandated by the Executive Council to the Programme and Budget Committee in relation to JIU/REP/2014/5.

### III. JIU reports Issued in 2013

8. The titles of 2013 reports and notes and corresponding links to JIU's website are:

(a) JIU/REP/2013/1: [https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU\\_REP\\_2013\\_1\\_English.pdf](https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU_REP_2013_1_English.pdf). "Review of Long-term agreements in procurement in the United Nations system".

(b) JIU/REP/2013/2: [https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU\\_REP\\_2013\\_2\\_English.pdf](https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU_REP_2013_2_English.pdf). "Records and Archives management in the United Nations".

(c) JIU/REP/2013/3: [https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU\\_REP\\_2013\\_3\\_English.pdf](https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU_REP_2013_3_English.pdf). "Selection and appointment process for United Nations Resident Coordinators, including preparation, training and support provided for their work".

(d) JIU/REP/2013/4: [https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU\\_REP\\_2013\\_4\\_English.pdf](https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU_REP_2013_4_English.pdf). "Review of the management of implementing partners in United Nations system organizations".

(e) JIU/NOTE/2013/1: [https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU\\_NOTE\\_2013\\_1\\_English.pdf](https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU_NOTE_2013_1_English.pdf). "Reference checks in United Nations system organizations".

(f) JIU/NOTE/2013/2: [https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU\\_NOTE\\_2013\\_2\\_English.pdf](https://www.unjiu.org/en/reports-notes/JIU%20Products/JIU_NOTE_2013_2_English.pdf). "Review of management and administration in the Economic Commission for Latin America and the Caribbean (ECLAC)"

9. The JIU issued four reports and two notes in 2013, producing a total of 34 recommendations. In accordance with the new approach of the JIU to smaller UN agencies, 33 of these recommendations are addressed to the UNWTO for information (no action required), and one for action. A review of the recommendation addressed for action in relation to reference checks is provided as an annex to this document. It is proposed to accept and implement the said recommendation, as outlined in the annex, and include it in the White Paper Implementation Plan.

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

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10. The Executive Council is requested:

- (a) To take note of the reports and notes issued by the Joint Inspection Unit in 2013 referenced in this document and to thank the Unit for its insights;
- (b) To reconfirm decision CE/DEC/7(XCIV) approving the White Paper Implementation Plan as the main instrument to drive the reform process at the UNWTO;
- (c) To welcome the constructive approach started by the JIU in 2013 in relation to their differentiating recommendations addressed to smaller agencies into recommendations for information and recommendations for action according to their relevance to these agencies;
- (d) To take note the 34 recommendations presented in JIU reports and notes in 2013, of which the 33 addressed to the UNWTO for information are to be closed without further action needed;
- (e) To endorse the implementation of the recommendation in relation to reference checks as described in the annex to this document and to request the Secretariat to update the implementation plan of the White Paper accordingly; and
- (f) To request the Programme and Budget Committee to review the reports for the period 2006-2012 agreed with the Joint Inspection Unit for detailed consideration and to report at a subsequent session of the Executive Council prior to the 21st session of the General Assembly with a proposed course of action, including updating the White Paper Implementation Plan, as appropriate.

**Annex I. JIU/NOTE/2013/1: Reference Checks in the United Nations System Organizations**

<b>Text of the recommendation</b>	<b>Status in UNWTO</b>	<b>Proposed actions</b>	<b>Reporting to JIU</b>
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 ensuring that their respective organizations have sound reference checking procedures, and to report progress made to the legislative/governing bodies.	While the UNWTO does conduct reference checking, its mechanism does not comply with the benchmarks below	(i) Develop procedure for checking references (ii) apply reference checking to all externally recruited staff (iii) do reference check to selected candidate only	accepted and in progress except benchmark 5, not accepted
Written promulgated recruitment rules, policies, guidelines and procedures include specific detailed guidance and requirements to conduct and document the reference checking process, including the types of checks required in each instance, methods to perform them, outcome and responsibilities of the actors involved (benchmark 1)	Reference checks are made ad hoc on recruitment of staff, but procedures for so doing are not written	Develop procedure for checking references	accepted and in progress
The recruitment procedures assign roles and responsibilities to all the actors involved in different steps of the reference checking process and make human resources services responsible for managing the overall process (benchmark 2)	Reference checking process is not detailed, hence no roles/responsibilities are assigned	Develop procedure for checking references	accepted and in progress
Reference checks are mandatory for all external candidates hired to fixed-term positions of one year or more irrespective of the category, level and location of the position; they are thoroughly and systematically conducted and include a combination of different types of checks (benchmark 3)	Reference checks are made ad hoc, depending on the post being recruited.	Apply reference checking to all externally recruited staff	accepted and in progress
Reference checks are conducted in writing using templates and various means of communication as appropriate (benchmark 4)	References sought are through open-ended questions, either by phone or e-mail	Develop procedure for checking references	accepted and in progress
Reference checks are conducted in a timely manner from the recommendation stage of the selection process for short-listed and interviewed candidates (benchmark 5)	References are sought for the selected candidate	It is proposed to maintain current practice: otherwise candidates who are not finally recruited may be exposed	not accepted
The completion of reference checks is duly documented, reviewed and certified prior to concluding the recruitment process (benchmark 6)	References are filed in the dossier, but there is no certification process as such	Develop procedure for checking references	accepted and in progress