UN Tourism

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Agenda item 7
JIU and OIOS recommendations

CE/127/7
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Update on JIU and OIOS recommendations since the 126th session of the Executive Council

Executive summary

Improving internal control, governance and compliance with UN standards is at the core of the Secretary-General's vision, as part of the Foundations work aimed at strengthening the institutional, operational and accountability frameworks of the Organization.

To support this commitment, the recommendations produced by the following two United Nations (UN) bodies are critical:

- the Joint Inspection Unit (JIU), and
- the Office of Internal Oversight Services (OIOS).

The present document provides an update on the progress in implementing such recommendations, with a view to strengthening UN Tourism's capacity to deliver to its members.

As at 30 September 2026, the Secretariat is following up on 183 open JIU recommendations, including the 16 new recommendations submitted for the approval of the Executive Council, and on 6 open OIOS recommendations; 5 of the 11 recommendations of the OIOS audit on human resources have been implemented. Progress since the 126th session is summarized in section I.D.

UN Tourism

DRAFT DECISION[1]

Agenda item 7
JIU and OIOS recommendations
(document CE/127/7)

The Executive Council,

Having examined the report,

1. *Takes note* of the reports issued by the Joint Inspection Unit (JIU) and the Office of Internal Oversight Services (OIOS) referenced in the document and thanks both bodies for their insights;
2. *Approves* the acceptance and implementation statuses for the 16 recently issued recommendations, as proposed in Annex I and requests the Secretary-General to report accordingly on them to the JIU;
3. *Notes with appreciation* the progress reported in Annex II;
4. *Considers* closed those recommendations that have been fully implemented; and
5. *Requests* the Secretary-General to keep reporting regularly on this matter.

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

I. Introduction

1. The present report is a follow-up to document CE/126/7 submitted to the Executive Council at its 126th session (Toledo, Spain) in June 2026. It details the progress in implementing the recommendations from two oversight bodies of the UN system:

   (a) the Joint Inspection Unit (JIU) and

   (b) the Office of Internal Oversight Services (OIOS).

A. Joint Inspection Unit (JIU)

2. The Joint Inspection Unit (JIU) is the only independent external oversight body of the United Nations system mandated to conduct evaluations, inspections and investigations system-wide.

3. UN Tourism, as a participating agency 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 regularly issued to the Executive Council.

B. Office for Internal Oversight Services (OIOS)

4. The Office of Internal Oversight Services (OIOS) is the internal oversight body of the United Nations (UN). The Office assists the UN Secretary-General in fulfilling his oversight responsibilities in respect of the resources and staff of the Organization through the provision of internal audit, investigation, inspection and evaluation services.

5. UN Tourism has been outsourcing internal audit services to the OIOS, through an agreement signed in December 2019, which includes the conduct of recurrent three-year audit plans.

6. OIOS conducted its first assignment, on “Project Management” in 2021, and a second one on “Human Resources” in 2023. A third audit, on “Supply Chain Management” is currently under way.

C. Structure and content of the report

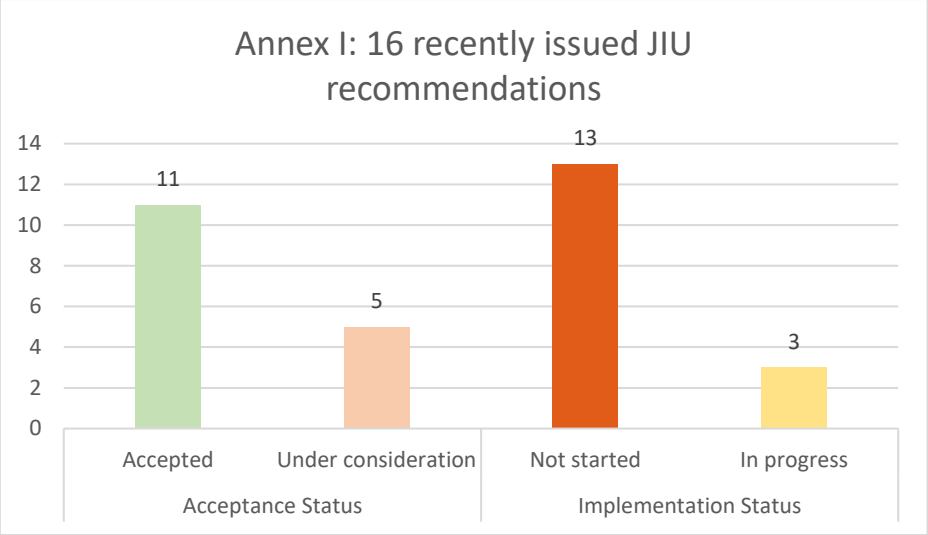
7. **Annex I** shows the most recently issued JIU recommendations, for each of which the Secretariat has proposed an acceptance and implementation status.

8. During the period under review, the JIU has issued three reports, two of which are relevant to UN Tourism and include a total of **16 recommendations** for consideration and implementation:

   (a) JIU/REP/2026/3: Review of staff recruitment policies and practices in the United Nations system organizations

   (b) JIU/REP/2026/4: Review of the strategic planning function in the United Nations system

9. For each recommendation of these reviews, the Secretariat is proposing one acceptance and one implementation status, **for the approval of the Executive Council**.



10. **Annex II** considers:

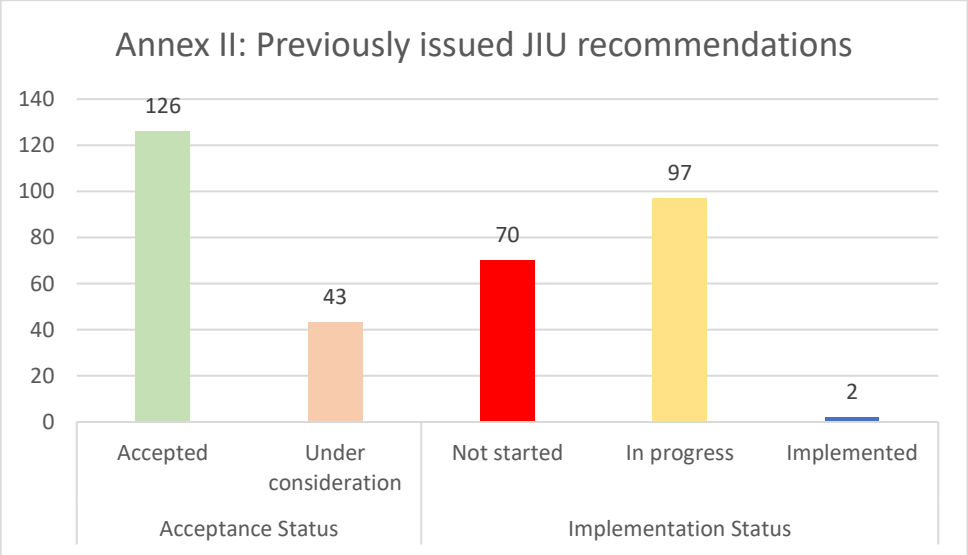
(a) Part A. OIOS recommendations for the audit on human resources, and

(b) Part B. Recommendations previously produced by the JIU and still in progress, **for information and possible comments by the Executive Council**.

11. In addition to the 16 recommendations mentioned in Annex I, the UN Tourism Secretariat is following up on:

(a) **Seven OIOS recommendations** from the audit on human resources. As of September 2026, **one** of the **seven** recommendations of the OIOS audit on the Human Resources Management function has been completed since the last reporting in June 2026 (126th session of the EC, Toledo, Spain), while the remaining **six** are close to finalization.

(b) **169 JIU recommendations** from previous years, whose current acceptance and implementation statuses are summarized in the below graph**.**



D. Progress since the 126th session of the Executive Council

12. This section summarizes progress on oversight recommendations since the report submitted to the 126th session of the Executive Council (document CE/126/7, June 2026). Figures are as at 30 September 2026. It sets out the changes in implementation status during the period and other progress reported.

Key figures at 30 September 2026

16	**183**	**6**
new JIU recommendations submitted for the approval of the Council (Annex I)	open JIU recommendations, including the 16 new ones	open OIOS recommendations; 5 of the 11 have been implemented

13. Six recommendations changed implementation status during the period, as shown in table 1.

Table 1. Changes in implementation status since the 126th session

Report and recommendation	Subject	Status in CE/126/7	Current status	Basis for change in status
OIOS 2023/086, rec. 6	Classification and reclassification of posts	In progress (parts a and b implemented)	Implemented	Agreement with OneHR for specialized classification services; decisions on exemptions from competitive selection communicated through information notes.
JIU/REP/2025/3, rec. 7	Principles guiding negotiations with donors	In progress	Implemented	Covered by the UN Tourism Policy on Agreements SGB-17-25
JIU/REP/2023/9, rec. 7	Funding of after-service health insurance liabilities	In progress	Implemented	Long-term funding strategy approved by the Council (CE/DEC/4(CX)); annual Regular Budget allocation applied since 2022.
JIU/REP/2017/7, rec. 4	Guidance and training on donor reporting	Not started	In progress	Financial data dashboards for voluntary contributions included in planned actions.
JIU/REP/2019/5, rec. 4	Risk analysis before contracting ICT and cloud services	Not started	In progress	Cybersecurity risk-management methodology and IT risk register being developed under the 2026–2027 cybersecurity roadmap.
JIU/REP/2020/1, rec. 4	Authority to open investigations without approval of the executive head	Not started / In progress	In progress	Investigation services provided by the UNESCO Internal Oversight Service under the agreement of 22 September 2025.

14. Further progress was reported on the following recommendations, without a change in status:

(a) Records and archives (JIU/LETTER/2021/1): the internal pilot of the Document Management System has been completed. Organization-wide deployment depends on the issuance of the Secretary-General's Bulletin on data retention.

(b) Cybersecurity (JIU/REP/2021/3, rec. 1): a draft cybersecurity action plan is under preparation, and the Cybersecurity Framework is scheduled for release in 2026–2027.

(c) Continuity of ICT services (JIU/REP/2019/5, rec. 1): redundancy, backup and data replication are being put in place, and an ICT business continuity plan is to be published before the end of 2026.

(d) Knowledge management (JIU/REP/2016/10, rec. 1): a data lake is planned by the end of 2026 to support data and research management.

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Annex I: Proposed acceptance and implementation statuses for recommendations in recent (new) JIU reports

JIU/REP/2026/4: Review of the strategic planning function in the United Nations system

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	By the end of 2029, the legislative organs and governing bodies of the JIU participating organizations that have not yet done so should adopt a resolution or decision on strategic planning that sets out the overarching principles guiding the planning process; specifies the deliverables (e.g. strategic and operational plans); defines the plan component areas (e.g. strategic direction, priorities, framework for future actions); establishes the periodicity of the planning cycle; and identifies the entities responsible for plan approval and oversight.	Accepted	Not started			Management
2	By the end of 2030, executive heads of the JIU participating organizations who have not yet done so should develop and adopt a stand-alone organizational policy on strategic planning which defines its scope and associated terminologies, details internal roles and responsibilities, and outlines a	Accepted	Not started			Management

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	structured planning cycle that integrates results-based management, theory of change and strategic foresight.					
3	By the end of 2029, executive heads of JIU participating organizations who have not yet done so should ensure that the organizational lead on strategic planning is positioned with a direct reporting line to the executive head, or her or his deputy, and supported by formal terms of reference.	Accepted	Not started			Management
4	By the end of 2029, executive heads of JIU participating organizations who have not yet done so should ensure the inclusion of annual milestones for pertinent indicators and corresponding targets in the results framework of corporate strategic plans.	Accepted	Not started			
5	By the end of 2029, executive heads of JIU participating organizations who have not yet done so should ensure that corporate strategic plans are explicitly linked to the corresponding budget process, such that planned strategic results (outcomes and outputs) are directly connected to the	Accepted	Not started			Management

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	formal resource requests submitted to governing bodies.					
6	By the end of 2029, executive heads of JIU participating organizations who have not yet done so should ensure that the methodology, calculation rules and validation criteria for each indicator in the results framework associated with corporate strategic plans are developed and made publicly accessible through a virtual handbook or dashboard, or other suitable means.	Accepted	Not started			Management
7	By the end of 2029, executive heads of JIU participating organizations who have not yet done so should develop and adopt a comprehensive institutional policy for corporate monitoring and reporting that streamlines processes and aligns monitoring and reporting practices with the requirements of corporate strategic plans and their associated results framework.	Accepted	Not started			Management
8	By the end of 2029, executive heads of JIU participating organizations who have not yet done so should develop and make accessible to governing body delegates a digital results-	Under consideration	Not started	Note: developing and maintaining such portal represent a consequent share of IT budget for small		Management

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	monitoring portal providing regular structured performance data on strategic plan implementation.			organizations like UN Tourism.		
9	By the end of 2030, executive heads of JIU participating organizations who have not yet done so should develop and apply methodologies, indicators and data-collection tools to capture the impact of all strategic interventions that extend beyond a single strategic planning cycle.	Under consideration	Not started	Note: contingent to availability of funds		

JIU/REP/2026/3: Review of staff recruitment policies and practices in the United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	By the end of 2027, the executive heads of United Nations system organizations should explore options for improving vacancy visibility and candidate experience across the United Nations common system, including, where appropriate, through modular approaches, such as a vacancy aggregation and advertising tool and a common application entry point for candidates (e.g. through	Accepted	In progress	UN Tourism participates in the UN HR Network, OneUN Outreach Group and ImpactPool. The OneUN Talent Outreach Group is a UN network focused on knowledge-sharing and best practices in recruitment and employer branding, whilst ImpactPool is a career platform that provides recruitment options for	The organization will coordinate in this regard with other United Nations system organizations, while taking into account that smaller specialized agencies often manage lower recruitment volumes and rely on highly tailored technical	HR, DAFN

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	OneHR), interoperable and integrated with existing organizational platforms.			mission-driven organizations and job seekers. Other initiatives are underway to improve vacancy visibility and candidate experience at UN Tourism whilst noting that in respect of building and funding a dedicated central funding mechanism for a system-wide platform including a common application entry point, UN Tourism requires flexible and modular participation, further clarity on governance and cost-sharing, and phased implementation of any possible proposals.	recruitment processes linked to their specific mandates and expertise needs, as well as potential financial and operational challenges.	
2	By the end of 2028, the executive heads of United Nations system organizations should identify recruitment-related functions where common tools or shared services (e.g. OneHR) could improve efficiency, quality or harmonization and, where justified by feasibility assessments and business cases, implement them through appropriate participation modalities, supported by clear governance arrangements and performance against agreed service levels.	Accepted	In progress	A Service Level Agreement with OneHR has been implemented, for the classification of posts, reclassification of posts and pre-employment background check improving efficiency and quality of recruitment-related functions. As above, regarding relocating agency resources to a centralized function for common recruitment functions with common data standards requires flexible participation, further clarity on governance and cost-sharing, and phased	The organization will coordinate in this regard with other United Nations system organizations, while taking into account that smaller specialized agencies often manage lower recruitment volumes and rely on highly tailored technical recruitment processes linked to their specific mandates and expertise needs, as well as potential	HR, DAFN

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				implementation of any possible proposals.	financial and operational challenges.	
3	By the end of 2028, the executive heads of the United Nations system organizations should develop, preferably through existing inter-agency mechanisms, principles-based guidance for the use of AI in staff recruitment, covering human oversight, accountability, transparency and auditability requirements, and clarifying appropriate use cases and tools, as relevant, with regular review in the light of the evolving nature of AI technologies.	Under consideration	Not started	Further consideration of the Organization's resources to contribute to the development of inter-agency guidance including approved tools and mandatory oversight is required.	This recommendation is outside the sole remit of the organization. UN Tourism would support this initiative in coordination with other UN system organizations	HR, DAFN
4	By the end of 2028, the executive heads of United Nations system organizations should develop and implement organizational plans to ensure that merit-based recruitment delivers diverse outcomes, with due regard to geographical representation and gender balance, consistent with their respective mandates, governing body decisions and operational contexts, and drawing on the following enablers: (a) visibility and accountability tracking; (b) proactive outreach where pipelines remain weak; (c) clear, objective, justified and transparent rules governing any measures used to address barriers in recruitment	Accepted	In progress	UN Tourism is in the process of developing a series of initiatives in support of visibility and accountability tracking and proactive outreach where pipelines remain weak, clear, objective, justified and transparent rules governing recruitment processes, and governance safeguards mechanisms, with further information being shared in due course.	The organization is in the process of developing a series of initiatives in support of visibility and accountability tracking and proactive outreach where pipelines remain weak, clear, objective, justified and transparent rules governing recruitment processes, and governance safeguards mechanisms, giving due regard to the	HR, DAFN

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	processes; and (d) governance safeguards mechanisms.				flexibility to recruit according to the specific expertise and operational needs required for the Organization´s mandate, while still promoting transparency, fairness, and inclusiveness.	
5	By the end of 2028, the legislative organs and/or governing bodies of the United Nations system organizations should support, where legally feasible and subject to informed candidate consent, arrangements for the mutual recognition of recent reference and background checks, taking into account applicable legal frameworks, data protection obligations, organizational risk management requirements and operational needs, and supported by the development of common parameters to govern their scope, validity and use.	Accepted	Not started		The organization is generally supportive of efforts to reduce duplication and improve efficiency across the United Nations system where legally feasible and supported by appropriate legal, data protection, organizational risk management safeguards, as well as operational needs.	HR, DAFN
6	By the end of 2028, executive heads of United Nations system organizations should ensure that recruitment timelines are monitored in	Under consideration	Not started		The organization is committed to continuous improvement of	HR, DAFN

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	a sufficiently granular manner to make it possible to identify and act on bottlenecks, and to support timely corrective action in order to expedite recruitment.				recruitment timelines and their contextualized analysis, noting that monitoring needs to remain realistic and proportionate to organizational capacities.	
7	By the end of 2028, legislative organs and/or governing bodies should request, as appropriate and through existing reporting mechanisms, executive heads to report on key aspects of recruitment timeliness and efficiency, including: (a) recruitment timelines assessed against each organization's own benchmarks; and (b) an analysis of the main causes of delays accompanied by corresponding corrective actions.	Under consideration	Not started		The organization is committed to continuous improvement of recruitment timelines and their contextualized analysis, noting that monitoring needs to remain realistic and proportionate to organizational capacities.	HR, DAFN

Annex II: Progress report on previous recommendations

A. Recommendations from the United Nations Office for Internal Oversight Services (OIOS)

Report 2023/086: Audit on human resources management

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
5	UNWTO should strengthen its guidelines and procedures for recruitment by: (a) establishing requirements and templates to ensure that candidates are shortlisted based on clearly established criteria, and that the evaluation process is clearly documented; and (b) establishing procedures for competitive recruitment for posts exempted from review by the Appointment and Promotion Board.	Yes	In progress	Expected by Q4 of 2026	(a) A draft policy has been developed to establish strengthened recruitment guidelines and procedures, informed by benchmarking exercises conducted across agencies within the United Nations common system to ensure alignmQent with recognized best practices. The draft policy is designed to strengthen documentation of the evaluation process and to provide clearer requirements for shortlisting against established criteria. In particular, recruitment forms and templates have been revised and improved to ensure that candidate evaluations	HR

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					can be more clearly documented and systematically assessed against strengthened and more clearly defined criteria, upon issuance of the policy. The enhanced policy framework and supporting documentation will further improve transparency and provide greater clarity throughout the recruitment process. The policy is currently in its finalization stage and is expected to be issued by Q3 2026. In the interim, recruitment is undertaken under the Staff Regulations and Rules and applicable procedures. (b) As part of ongoing efforts to strengthen competitive selection procedures for posts exempt from the review	

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					of the Appointment and Promotion Board (APB), the procedures governing these recruitment processes are also being addressed within the above-mentioned draft policy. Consultations and benchmarking exercises have already been conducted with organizations across the United Nations common system to ensure that the proposed framework reflects recognized standards and good practices. This will allow to strengthen the integrity, consistency, and transparency of recruitment procedures for posts exempt from APB review.	
6	UNWTO should improve its procedures for classification and reclassification of posts to ensure that: (a) new posts are classified by a	Yes	Implemented		(a) UN Tourism has established an agreement with OneHR, a United	HR

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
	classification expert in line with Staff Rule 11; (b) compliance with competitive selection requirements is enforced unless adequately justified in writing; and (c) decisions and results of the reclassification exercise are clearly explained and communicated.				Nations human resources service centre, for the provision of inter alia classification services, thereby ensuring access to specialized classification expertise. This arrangement strengthens and standardizes the classification process for new posts. In addition, where required in the past, classification expertise was obtained through external classification specialists, and a set of standardized generic job descriptions was already in place to support classification decisions. The current arrangement with OneHR consolidates and improves these existing practices by providing a more structured, consistent, and cost-effective mechanism for the classification of new posts, thereby	

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					enhancing compliance with applicable classification standards and ensuring greater uniformity in application. In the context of the Organization's broader efforts to strengthen human resources governance, these measures also support the review and improvement of previous decision-making processes and provide a stronger framework. (b) Compliance with competitive selection requirements in the context of promotions through reclassification is governed by established policy provisions. These stipulate that competitive recruitment is generally required unless the case involves a one-grade promotion within the same category. In other cases, competitive recruitment is required	

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					unless the Secretary-General determines that it is in the best interest of the Organization to grant an exception. In practice, the application of exemptions from competitive recruitment has been strengthened and made more transparent. These decisions have since been further clarified and communicated more systematically to personnel through formal information notes, thereby enhancing transparency and reinforcing accountability. As part of wider efforts to strengthen human resources governance and address matters from previous decision-making processes, where review of past practices identifies a need for corrective measures, where legally warranted, such	

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					measures will be undertaken, as appropriate, in accordance with applicable rules and procedures. (c) Work to strengthen the communication of reclassification decisions and to review exceptional cases through the applicable procedures as part of the broader review of the Organization's human resources governance and accountability arrangements. Any corrective action legally warranted in individual cases will be taken in line with applicable rules and procedures. Progress on these efforts will continue to be monitored and reported through the appropriate governance mechanisms.	
7	UNWTO should establish clear guidelines and procedures for granting special post allowance to staff.	Yes	In progress	Expected by Q4 of 2026	A draft policy on special post allowances was developed in 2019; however, it was not	HR

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					taken forward for finalization at that time. The Organization has since undertaken a comprehensive review of the applicable framework with a view to strengthening and formalizing clear guidelines and procedures in this area. This work has included benchmarking against practices across other United Nations system organizations to ensure alignment with common system standards and good practice. In the interim, special post allowance cases have been managed in accordance with the applicable Staff Rules and Regulations, as well as established United Nations system practices. The Organization is now finalizing a policy on special post	

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					allowances, which will consolidate existing practices, incorporate benchmarking outcomes, and provide clearer procedural guidance. The revised policy is expected to be issued in 2026 and will further strengthen transparency, consistency, and predictability in the administration of special post allowances.	
8	UNWTO should establish clear criteria and arrangements for granting of permanent appointments.	Yes	In progress	Expected by Q4 of 2026	A draft policy establishing clear criteria and arrangements for the granting of permanent appointments is currently under finalization, informed by benchmarking with other United Nations system organizations to ensure alignment with common practices and standards. The policy is being finalized and is	HR

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					expected to be issued in 2026. In the interim, decisions on permanent appointments have continued to be processed under the Staff Regulations and Rules, with consideration by the Appointment and Promotion Board in accordance with applicable procedures.	
9	UNWTO should strengthen the recruitment of service contractors by: (a) establishing guidelines for maintaining and using the roster of approved candidates or list of applicants; (b) specifying in the terms of reference cases when experience could be considered in lieu of academic qualifications; (c) ensuring that shortlisted candidates meet the minimum requirements and avoiding waivers from competitive selection; and (d) establishing arrangements for regular review of the salary scales of service contractors.	Yes	In progress	Expected by Q4 of 2026	(a) Draft guidelines for the management and use of the roster of approved candidates and lists of applicants are currently being finalized for issuance in 2026. In practice, the Organization already maintains rosters of eligible candidates for a period of up to two years, in line with common United Nations system	HR

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					practices. These rosters are published and include defined requirements for applicable roles. The forthcoming guidelines aim to further strengthen consistency, transparency, and clarity in the management and use of these rosters across recruitment processes. (b) The Organization is currently revising its policy on contractual mechanisms for personnel other than staff, which will further clarify recruitment requirements and associated criteria. This includes strengthening provisions related to qualifications and allowing for appropriate flexibility where relevant, particularly in cases where practical experience may be considered in lieu of formal academic	

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					qualifications, in line with market practices for certain functions. This revision aims to ensure that requirements remain both fit for purpose and aligned with operational needs. (c) The Organization continues to reinforce adherence to established competitive selection requirements to ensure fairness, transparency, and consistency in recruitment processes. Procedures are being developed to ensure that, where exceptions to competitive selection are granted under the applicable regulatory framework, they are properly documented with the reasons given and HR recommendations on file.	

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					Going forward, the Organization is strengthening its approach to ensure more consistent application of competitive selection principles and abolish reliance on exceptions to competitive recruitment for affiliate personnel. (d) The Organization is currently reviewing its policy framework on contractual mechanisms to strengthen the management of remuneration, including arrangements for periodic review of salary scales. Existing salary bands already provide a structured framework with built-in flexibility, including provisions for progression within bands. The ongoing review aims to further enhance the	

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					mechanism for adjusting salary ranges over time, ensuring continued alignment with market conditions and organizational needs, as well as addressing the requirement for a more structured approach to updating salary scales.	
10	UNWTO should strengthen the arrangements for dealing with ethics, discipline and conduct issues by: (a) establishing an investigations function; (b) promulgating policies on harassment, sexual harassment, and abuse of authority; and (c) strengthening the existing mechanisms including mandatory training requirements, the Ethics Office, and the Joint Appeal Committee based on lessons learned.	Yes	In progress	Expected by Q4 of 2026	(a) An in-house investigations function has not been established. An Agreement was signed in September 2025 with UNESCO for the provision of independent investigation services, which partially addresses the recommendation by providing for the conduct of investigations on a referral basis. The establishment of the function itself, and the related question of its independence, remain under consideration as	HR DAFN Ethics Officer Office of the Secretary-General

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					part of the broader review of the Organization's governance and accountability arrangements. (b) Draft policies on the prevention of harassment (including sexual harassment and abuse of authority) and on protection from sexual exploitation and abuse (PSEA) have been developed, drawing on benchmarking with UN common system practices. Issuance is scheduled for Q2-Q3 2026, with a code of conduct for official UN Tourism events to be introduced alongside. (c) Mandatory training requirements linked to the policies under (b) will be rolled out across all personnel in 2026. Further work to strengthen the Ethics Office, including the question of its	

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					independence and reporting arrangements, and to review the functioning of the Joint Appeal Committee, is being taken forward as part of the broader review of the Organization's human resources governance and accountability arrangements.	
11	UNWTO should finalize and promulgate a performance management policy to ensure that the performance evaluation year is standardized, and performance evaluations are properly done in line with the policy.	Yes	In progress	Expected by Q4 of 2026	The Organization already has a performance management system in place, which is applied in accordance with established internal procedures and practices. A draft performance management policy was developed in 2019–2020 with the intention of further aligning the framework with United Nations common system standards. However, the full transition to a more standardized UN-	HR

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					aligned performance management approach has, in the past, been constrained by the absence of suitable supporting IT tools to enable efficient and systematic implementation at scale. With the recent availability of improved IT systems, the Organization is now in a stronger position to operationalize a more structured and standardized performance management process. On this basis, the draft policy is being updated and finalized to ensure it is fully implementable in practice, including the standardization of the performance evaluation cycle and improved performance evaluation mechanisms.	

Rec. no.	Recommendation	Accepted? (Yes/No)	Status	Implementation date	Achievements/ Proposed actions	Responsible department
					The revised policy is expected to be finalized in 2026 and will enable a more consistent, efficient, and sustainable implementation of performance management across the Organization.	

Note: The recommendations of the OIOS Report 2021/058: Audit on Project Management have been fully implemented, see document CE/123/3(b)(iii) rev.1.

B. Recommendations from the Joint inspection Unit (JIU)

JIU/REP/2025/6 - Review of the Health Services in the United Nations system

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
8	By the end of 2027, executive heads of United Nations system organizations who have not yet done so should incorporate health and occupational risks into their enterprise risk management processes to identify and mitigate such risks at various operational levels.	Accepted	Not started	No formal integration of health and occupational risks into the enterprise risk management framework has been undertaken to date.	Implementation of this recommendation would require further discussions with Management and relevant in-house departments to assess feasibility, define scope, and determine appropriate mechanisms for integrating health and occupational risks into existing enterprise risk management processes.	HR
9	Starting in 2027, the executive heads of United Nations system organizations should take individual or collective action, in consultation with the executive heads of other CEB member organizations, preferably within the framework of the CEB inter-agency coordination mechanisms, to explore, biannually, conditions that allow for the establishment of a health technical network of the High-level Committee on Management that	Accepted	Not started	The potential value of establishing a formalized technical health network has been recognized. Such a network would facilitate enhanced communication, collaboration and the sharing of best practices among organizations, contributing to more consistent and standardized health services and support for United Nations	The organization will participate, as appropriate, in inter-agency discussions aimed at exploring the establishment of a technical health network. While recognizing that such a network could significantly strengthen system-	HR

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	builds on an earlier request of United Nations Medical Directors Network, in order to provide strategic advice on health developments and inter-agency leadership on health related management issues.			personnel. It would also provide a unified platform for engagement in governance discussions, including within the Chief Executives Board and the High-level Committee on Management, thereby strengthening advocacy for health-related priorities and resource allocation.	wide capacity to address health and medical challenges, promote consistency in service delivery and improve health outcomes for personnel, the extent of the organization's engagement may be limited due to its relatively small size and constrained resources.	

JIU/REP/2025/5 - Review of the Ombudsman and Mediation function in the United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
7	The executive heads of United Nations system organizations should review the human and financial resources of their respective ombudsman and mediation functions regularly to ensure that the functions are adequately equipped to fulfil their mandate. This review should take into account geographical dispersion of the workforce, linguistic diversity and the full range of responsibilities.	Accepted	Not started	Due to resource constraints and the relatively small size of the organization, no dedicated internal ombudsman or external mediation service is currently in place. Nonetheless, alternative informal resolution mechanisms exist within the organization, with mediation-related responsibilities integrated into existing human	The organization will explore options to periodically review the human and financial resources allocated to informal conflict resolution functions. Such reviews may help identify opportunities to strengthen existing mechanisms,	HR

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				resources functions. These arrangements allow for the handling of workplace concerns within current capacity.	improve resource allocation and better respond to the evolving and complex needs of a geographically dispersed and diverse workforce. Consideration will also be given to enhancing outreach to underserved duty stations and improving the timeliness and quality of service delivery, within existing resource constraints.	

JIU/REP/2025/4 - Review of the policies and practices for determining the rates of programme support costs in organizations of the United Nations system (comparative analysis)

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The legislative organs and governing bodies of the JIU participating organizations that have not yet done so should, by the end of 2028, consider the adoption of a stand-alone policy document regulating	Accepted	Not started		Implementation contingent to resources.	BDFN

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	programme support costs and/or cost recovery and request the executive heads to submit proposals for this purpose.					
2	The executive heads of the JIU participating organizations that have not yet done so should, by the end of 2027, make policy documents relating to programme support costs (and/or cost recovery in general) publicly accessible on their websites.	Accepted	Not started	The UN Tourism Financial Regulations and Rules is publicly available on the website.	Contingent to implementation of 1.	BDFN
3	The legislative organs and governing bodies of the JIU participating organizations that have not yet done so should request the executive heads to submit proposals by the end of 2028 to incorporate into their programme support cost and/or cost-recovery policies a clear definition of direct and indirect costs (including a detailed description of the components comprising each category); explicit reference to the provisions outlined in the financial regulations and rules; and, where applicable, the inclusion of any established preferential, reduced or discounted rates.	Accepted	Not started		Contingent to implementation of 1.	BDFN

JIU/REP/2025/3 - Review of donor-led assessments of United Nations system organizations and other oversight-related requests from donors in the context of funding agreements and the United Nations single audit principle

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	By the end of 2027, the executive heads of the United Nations system organizations should, where appropriate, publicly make available references to their key regulations and rules, together with relevant oversight charters, policies and reports, to facilitate access and analysis by relevant stakeholders. In addition, United Nations system organizations should consider creating a common web page that could serve as a gateway to such publicly available information.	Accepted	In progress	The UN Tourism Financial Regulations and Rules is publicly available on the website.	Additional implementation is contingent to resources.	OFSG/DAFN/BDFN
2	The executive heads of United Nations system organizations should ensure that, by the end of 2027, all new funding agreements include either a description of the level and types of assurance provided to donors, through the organization's internal oversight, risk management, compliance, programme monitoring and other relevant functions, or a reference to publicly available explanations of such assurance mechanisms.	Accepted	In progress	UN Tourism donor agreements (both the template cooperation agreement with public donors and the partnership agreement with private sector donor) include a general reference to the fact that, in the implementation of the agreement, UN Tourism shall act in accordance with its rules, regulations and policies. No specific reference of the level and types of assurances is provided therein.	Review the model donor agreements to incorporate specific references to UN Tourism's established procedures on accountability and its oversight framework, in cases involving allegations of corrupt, fraudulent, collusive, or coercive practices.	LAIS/DAFN

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				Donor agreements negotiated with international financial institutions typically include clauses on prohibited practices, with explicit reference to UN Tourism's rules, regulations, policies, and procedures on oversight and accountability.		
4	The executive heads of United Nations system organizations should ensure that, by the end of 2026, internal guidelines for negotiating voluntary contributions incorporate, where applicable and in line with the relevant financial regulations and rules, the requirement to obtain prior approval from the appropriate authority, body or organ for any exceptions to the full recovery of costs related to donor reporting, monitoring and accountability activities.	Accepted	In progress	SGB-17-25 on UN Tourism Policy on Agreements, issued in Madrid, 31 December 2025.		DAFN
5	The executive heads of United Nations system organizations should ensure that, by the end of 2027, internal policies clearly define what investigative information may be disclosed to donors or their investigators, including restrictions on sharing sensitive or protected information, such as data affecting privacy, the protection of witnesses and whistleblowers or the presumption of innocence.	Accepted	In progress	Pursuant to the Agreement signed between UN Tourism and the Internal Oversight Services (IOS) of UNESCO signed on 22 September 2025, IOS will provide investigation services to UN Tourism for all possible misconduct by UN Tourism personnel, including the Secretary-General, and collaborators.	By the end of 2027, review existing provisions and, where necessary, adopt or update internal policy provisions governing disclosure of investigative information to donors or their	Ethics Officer/HR/ LAIS/ OFSG

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				These investigations will be carried out according to the Uniform Guidelines for Investigations and to the IOS Investigation Guidelines, both of which are publicly available on the internet.	investigators, in consultation with UNESCO IOS. These provisions should define permissible information, restrictions and approval responsibilities; protect personal data, victims, witnesses and whistleblowers; uphold the presumption of innocence and due process; and safeguard investigative integrity and the Organization's independence, privileges and immunities. They should also address anonymization or redaction, secure transmission and restrictions on onward disclosure.	
6	The executive heads of United Nations system organizations should, by the end of 2027, ensure that new funding agreements reflect	Accepted	In progress	Draft agreements are reviewed by the legal department, especially when standard UN Tourism	Review the model cooperation agreements with Member States to	LAIS

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	the duty of Member States to cooperate in good faith with the organization, including respecting its independence and refraining from exerting undue influence. To this end, draft agreements should be reviewed by the legal department, especially when they contain new or non-standard language or when negotiations are particularly complex.			agreement templates are not used and/or they contain new or non-standard language or when negotiations are particularly complex. Additionally, UN Tourism's template cooperation agreement with public donors, in its Article 2.3, refers to the duty to inform and to cooperate with UN Tourism in the implementation of the agreement/project. Additionally, UN Tourism's template partnership agreement with private sector donors, in its Articles 4.3 to 4.9, includes a number of provisions aimed at safeguarding the Organization's independence.	reflect their duty to cooperate in good faith, respect its independence and refrain from exerting undue influence on the Organization.	
7	The governing bodies and legislative organs of participating organizations are encouraged to reaffirm that negotiations with donors shall be guided by the interests of the organizations, within the boundaries of the applicable legal framework and the overarching principles of effectiveness, efficiency, transparency and accountability in the use of donor-provided funds. They are further invited to call upon	Accepted	Implemented	a) The review circuit for agreements established under the UN Tourism Policy on Agreements SGB-17-25 provides for both legal and financial verification of all agreements concluded within the Organization. The Department of Legal Affairs and International Standards ensures alignment with the applicable legal framework,		LAIS/DAFN/OFSG

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	all donors to: (a) fully respect the autonomy and independence of international organizations and their privileges and immunities; (b) refrain from exerting undue influence through the imposition of oversight or reporting conditions that are incompatible with the principles of organizational autonomy and independence or that may compromise the integrity, efficiency, objectivity and independence of internal oversight mechanisms; (c) give due consideration to the standard assurance mechanisms approved by governing bodies or legislative organs; and (d) carefully evaluate the necessity and cost implications of introducing additional and bespoke reporting and oversight requirements.			as well as respect for the independence of international organizations and their privileges and immunities. Negotiations are conducted in the best interest of the organization, in good faith, and in a spirit of cooperation		

JIU/REP/2025/2 - Review of policies and practices to prevent and respond to sexual exploitation and abuse in the United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	Executive heads of United Nations system organizations should, by the end of 2027, review their respective	Accepted	In progress	Policy on PSEA is due imminent publication. Disciplinary processes and	Publication of PSEA policy in Q3 of 2026.	HR

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	policies, staff regulations and rules, and standards of conduct to ensure that they all include PSEA, are aligned and support disciplinary processes and procedures.			procedures are established in policies, SRR and standards of conduct.		
2	Executive heads of United Nations system organizations should, by the end of 2027, review sexual exploitation, abuse and harassment policies to more broadly cover sexual misconduct by focusing on the prohibited conduct of personnel, affirming victims' rights, defining "zero tolerance" and incorporating good practices, such as those related to protection against retaliation and the improper use of technology.	Accepted	In progress	Policies on addressing discrimination, harassment, including sexual harassment, and abuse of authority and special measures for PSEA are due imminent publication.	Publication of policy in Q3 of 2026.	HR
3	At the beginning of 2028, legislative organs and/or governing bodies of United Nations system organizations should request an update from the executive heads of their respective organization with regard to progress made in reviewing sexual exploitation, abuse and harassment policies as well as any change management procedures associated with the revisions.	Under consideration	Not started			HR
4	By the end of 2026, executive heads of United Nations system organizations should take individual and/or collective action, in consultation with the executive heads of other CEB organizations, preferably	Accepted	In progress	Policy addressing PSEA is due imminent publication. PSEA Action Plan for UN Tourism is under review. PSEA work undertaken with the support of UN OSCSEA	Publication of policy in Q3 of 2026.	HR

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	within the framework of existing inter-agency mechanisms, to comprehensively address and coordinate with regard to the prevention of and response to sexual exploitation, abuse and harassment (sexual misconduct) and create a new strategy that builds on the approach set out in the Secretary-General's 2017 report (A/71/818 and A/71/818/Corr.1), focusing on prevention, response and integrating a victim-centred approach.					
5	By the end of 2026, executive heads of United Nations system organizations should take individual and/or collective action, in consultation with the executive heads of other CEB member organizations, preferably within the framework of existing inter-agency coordination mechanisms, to establish a working group to address the coherence and harmonization of SEA data, including what data are reported and in what context, when allegations should be entered and updated as well as the addition of data fields and functions to improve the analysis, transparency and integrity of SEA data.	Accepted	In progress	The organization is already participating in the relevant inter-agency working group addressing the coherence and harmonization of SEA data. Engagement in this forum contributes to ongoing efforts to improve data standards, reporting practices, and system-wide coordination.	The organization will continue to actively contribute to the inter-agency working group in the context of the new policy on protection against sexual exploitation and abuse (PSEA). Efforts will focus on supporting the development of harmonized approaches to SEA data collection, reporting and analysis, in line with system-wide standards and best practices.	HR

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
10	By the end of 2026, executive heads of United Nations system organizations who have not yet done so should incorporate SEA into their enterprise risk management processes to identify and mitigate risks of SEA at different operational levels, including risks associated with implementing partners and vendors, to inform their PSEA action plans.	Accepted	In progress	A new policy on protection against sexual exploitation and abuse (PSEA) is scheduled for issuance in Q3 of 2026, which will formalize risk identification, mitigation measures, and integration with PSEA action plans across operational levels, including in relation to implementing partners and vendors.	Following the issuance of the PSEA policy, the organization will continue to operationalize SEA risk management within enterprise risk processes, ensuring that identified risks inform PSEA action plans, mitigation strategies, and oversight mechanisms across all operational levels.	HR
11	By the end of 2026, executive heads of United Nations system organizations should assess: (a) the use of administrative leave without pay; (b) the criteria for imposing disciplinary measures in sexual misconduct cases; (c) the timeline from completion of an investigation to the imposition of disciplinary measures; and (d) the procedures in place for informing victims of measures taken.	Accepted	In progress	The organization is undertaking this assessment through the development of a new policy scheduled for issuance in Q3 of 2026. The policy will establish formal procedures for administrative leave, disciplinary criteria, timelines for the imposition of measures following investigations, and processes to ensure that victims are informed of actions taken.	Following the issuance of the policy, the organization will implement the assessment outcomes, ensuring consistent application of administrative leave and disciplinary measures, timely processing of cases, and clear communication with victims, in alignment with system-wide	HR / Ethics Officer /OFSG

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
					standards and best practices.	
12	By the end of 2028, executive heads of United Nations system organizations should take collective action, in consultation with the executive heads of other members of the CEB, preferably within the framework of inter-agency mechanisms, to explore the establishment of an inter-agency pooled funding mechanism to assist victims of SEA.	Under consideration	Not started			HR
13	By the end of 2026, legislative organs and/or governing bodies should request that executive heads of United Nations system organizations produce an annual report on all disciplinary measures taken against their respective personnel for sexual misconduct, including the nature of the misconduct, whether subjects were added to the ClearCheck database of sexual misconduct records, any assistance provided to victims and the number of all relevant criminal referrals made to the competent national authorities.	Under consideration	Not started		To be assessed after issuance of the relevant policies during 2026.	HR

JIU/REP/2024/4: Review of the implementation of the principle of mutual recognition within the United Nations system

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.

1	The executive heads of United Nations system organizations who have not yet signed the Mutual Recognition Statement should do so by the end of 2026 in order to enhance operational efficiency and foster collaboration within the United Nations system.	Under consideration	Not started		Assess advantages and conditionality of being member of UNSDG, and relative costs.	IRPA/LAIS/DAFN
2	The executive heads of United Nations system organizations, through the United Nations System Chief Executives Board for Coordination, should, by the end of 2025, task the Community of Practice on Mutual Recognition and the network of mutual recognition champions with coordinating system-wide efforts to operationalize mutual recognition and developing comprehensive operational guidelines to guide the signatory organizations in the operationalization of the principle. The guidelines should be aimed at increasing the operationalization of mutual recognition in relation to the organizations' current baseline activities.	Under consideration	Not started		This is conditioned to acceptance and implementation of recommendation 1.	IRPA/OFSG
3	The executive heads of United Nations system organizations should, by the end of 2029, take every opportunity to revise existing policies and regulations and explicitly embed the principle of mutual recognition into their regulatory frameworks in order to reinforce its importance for aligning inter-agency gaps and facilitate its wider implementation across the United Nations system.	Under consideration	Not started		This is conditioned to acceptance and implementation of recommendation 1.	LAIS/DAFN

JIU/REP/2024/3: Budgeting in organizations of the United Nations system – Part I: Comparative analysis

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	Recommendation 1: The executive heads of the JIU participating organizations, in their capacity as members of CEB, should, by the end of 2027, update the Glossary of financial and budgetary terms and make it publicly available, inter alia, for use as a reference document in budgeting.	Accepted	In progress	The Financial Statements include a glossary of terms.	Implementation is contingent to resources.	BDFN/DAFN
2	Recommendation 2: The legislative organs and governing bodies of the JIU participating organizations should request the executive heads of the respective organizations, in their capacity as members of CEB, to update, by the end of 2027, the Standard classification of objects of expenditure and make it publicly available, inter alia, for use as a reference document in budgeting.	Accepted	In progress	Implemented for voluntary contributions (VC): the standard classification of objects of expenditure of UN Tourism is in line with UN (for VC refer to the template of agreements). Regular budget (RB) implementation is contingent to resources including IT system.	Implementation is contingent to resources, including upgrade of the Organization financial management information system.	BDFN/DAFN/ICT

JIU/REP/2024/2: Review of consideration of and action taken on the reports and recommendations of the Joint Inspection Unit by United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.

		reporting to JIU				
3	The executive heads of United Nations system organizations should take individual or collective action, in consultation with the executive heads of other CEB member organizations, preferably within the framework of the CEB inter-agency coordination mechanisms, to revise the current CEB terminology relating to JIU recommendations by the end of 2025, with the aim of making it compatible with the criteria used by JIU so that factually correct information on the acceptance of JIU recommendations, based on the comments of CEB entities, is provided in the Secretary-General's notes on JIU reports.	Accepted	Not started			OFSG

JIU/REP/2023/9: Review of the quality, effectiveness, efficiency and sustainability of health insurance schemes in the United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
7	The legislative organs and/or governing bodies of United Nations system organizations that have not yet approved a plan to fund after-service health insurance liabilities as they accrue for posts funded from assessed contributions should establish a long-term strategy to that end, at least to cover future after-	Accepted by the Secretariat and submitted to the Members.	Implemented in 2022.	See 2022 and subsequent years Secretary-General annual financial reports. 1. In 2019, in line with the UN recommendations included the ASHI Working Group and other factors considered to that end, UN		BDFN, HR

	service health insurance liabilities for all newly recruited staff.			Tourism presented to the 110th Executive Council a strategy to fund ASEB liabilities (UN Tourism ASEB liabilities funding strategy) (CE/110/4(d)) which was approved by decision CE/DEC/4(CX) 4 (c). This strategy includes the measures on allocating Regular Budget budgetary surpluses and applying a payroll charge with view to increasing the funding of the ASEB liability. 2. In 2021, and as part of the UN Tourism ASEB liabilities funding strategy, UN Tourism presented to the 117th Executive Council an analysis of four scenarios of ASEB funding projections up to 2050 including the assumed contribution strategy, contributions as a percentage of payroll and percentages of assets/liabilities (CE/117/ CE/117/3(c) rev.1/Part II Part II/Annex VI). 3. The 119th session of the Executive Council and the 25th session of the General Assembly (A/25/A/25/5 rev.1 and rev.2 approved by decision CE/DEC/4(CXIX) and resolution		

				A/RES/758(XXV)) approved the Secretary-General's proposal that no payroll charge be introduced for the time being additional to budgeted staff costs chargeable to the Regular Budget. An annual separate allocation in the Regular Budget will be introduced to cover, ideally, the annual service costs calculated by professional actuary but, at a minimum, to cover the ASEB on a pay as-you-go basis.		

JIU/REP/2023/8: Review of the use of non-staff personnel and related contractual modalities in the United Nations system organizations (fully implemented)

JIU/REP/2023/6: Flexible working arrangements in United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
2	The executive heads of the United Nations system organizations should develop, by the end of 2026, methods to measure the impact of the assumed benefits and the unintended consequences of flexible working arrangements, including the effects of	Under consideration	Not started		This will be assessed against relevant staffing capacity and financial requirements.	HR

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	prolonged teleworking modalities, to ensure that the arrangements in place are in the best interests of the personnel and the organization.					
3	The executive heads of the United Nations system organizations should integrate flexible working arrangement considerations into the next iteration of their organization's human resources management strategy, in order to ensure a strategic approach to flexible working arrangements.	Under consideration	Not started		This will be assessed against relevant staffing capacity and financial requirements.	HR

JIU/REP/2023/2: Review of the internal pre-tribunal-stage appeal mechanisms available to staff of the United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The executive heads of United Nations system organizations who have not yet done so should, by the end of 2025, harmonize the time limits for their administrations' response to requests for management evaluation or administrative review to a minimum of 45 calendar days and a maximum of 60 calendar days, irrespective of whether the request originates from a staff member at headquarters or in a field location; or propose this	Under consideration	Not started		The current rules establish the time limit for the Secretary-General's response to requests for administrative review in 30 days. An amendment to the current rules may be considered at a later stage.	HR, LAIS

	harmonization for decision by their legislative organs or governing bodies.					
2	The executive heads of United Nations system organizations who have not yet done so should, by the end of 2025, introduce into their regulatory frameworks a provision for suspension of action of contested decisions at the pre-tribunal stage, ex officio or upon the appellant's request, in cases of prima facie unlawfulness of the decision, error of fact, particular urgency or when implementation of the decision could cause irreparable damage; or propose the introduction of this provision for decision to their legislative organs or governing bodies.	Accepted	Not started		Consultation with organizations that apply a provision for suspension of action of contested decisions is required.	HR, LAIS
3	The executive heads of United Nations system organizations should, where applicable and by the end of 2025, establish terms of reference or similar instruments for the Chairs and secretaries of their peer review bodies that set out the required qualifications, including legal expertise, their functions and reporting lines, in order to provide the safeguards necessary for their structural independence and impartiality.	Under consideration	Not started		Funding would be required to establish terms of reference for and provide training to the Chair and Secretary of the Joint Appeals Committee	HR, LAIS
4	The legislative organs and governing bodies of the United Nations system organizations should request their respective executive heads who have not yet done so to undertake a thorough review of their regulatory frameworks and practices concerning internal specialized recourse mechanisms, with a view to assessing their continued utility and adequate	Under consideration	Not started		Funding would be required to conduct a complete review of the regulatory framework and specialized recourse mechanisms	HR, LAIS

	functioning within the broader framework of internal appeal mechanisms, including eliminating duplicative or ambiguous process paths in the interest of procedural efficiency, and to report to them thereon, no later than 2025.					
6	The executive heads of United Nations system organizations who have not yet done so should, by the end of 2025, review the procedural rules governing formal internal appeal mechanisms regarding the time limits applicable to the administrations' responses at different stages of the internal appeal processes, and specify the conditions for extending the time limits, with a view to reducing associated delays and fostering legal certainty and accountability.	Under consideration	Not started		No action would be required at the moment as the current rules already establish time limits for the Secretary-General's responses to requests for administrative review. An amendment to the current rules may be considered at a later stage.	HR, LAIS
7	The executive heads of the United Nations system organizations who have not yet done so should, by the end of 2025, adjust the regulatory frameworks of their organizations and remove all restrictions regarding legal representation of their staff in internal justice processes, with the aim of allowing staff to choose their legal counsel freely and without restriction.	Under consideration	Not started		Subject to the availability of funds for the implementation of Recommendation 3	HR, LAIS

JIU/REP/2023/4 - Review of mental health and well-being policies and practices in United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
2	Executive heads of United Nations system organizations, who have not already done so, should define an evidence-based and data-driven organizational approach to the mental health and well-being of their personnel and design, by the end of 2025, a workplace action plan and reflect its principles in their enterprise risk management process, their occupational health and safety framework and their human resources strategies.	Accepted	In progress	The organization is actively developing a mental health and well-being action strategy, which incorporates evidence-based practices and data-driven approaches. This strategy is intended to inform enterprise risk management, occupational health and safety, and human resources frameworks.	The organization will continue to operationalize the mental health and well-being action strategy, ensuring that its principles are integrated into risk management, occupational health and safety, and human resources policies. Ongoing monitoring and evaluation will support continuous improvement in staff well-being outcomes.	HR
3	Legislative and/or governing bodies of United Nations system organizations should request that executive heads provide, by the end of 2026, an update on the development and implementation of the mental health and well-being workplace action plan developed according to their evidence-based and data-driven organizational approach on the matter.	Accepted	In progress	The organization is in the process of developing and implementing its mental health and well-being workplace action plan. Initial steps include establishing evidence-based priorities, integrating data-driven insights, and aligning the strategy with enterprise risk management, occupational health, and human resources frameworks.	The organization will provide updates to the legislative/governing bodies on the progress of the mental health and well-being action plan, including achievements, challenges, and next steps, in line with system-wide monitoring and reporting expectations.	HR

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
4	By the end of 2024, executive heads of United Nations system organizations should review the rules governing the return to work of personnel, including provisions for granting accommodations to facilitate the return process, in order to ensure the inclusiveness of mental health-related considerations, and develop standard operating procedures that clearly identify roles and responsibilities, including decision-making.	Accepted	In progress	While no formal review or development of organization-specific procedures has been undertaken, the organization follows United Nations system-wide standards regarding return-to-work processes and accommodations for mental health considerations.	The organization will consider reviewing its return-to-work rules and developing standard operating procedures aligned with system-wide standards. This may include clarifying roles and responsibilities, integrating mental health considerations, and formalizing decision-making processes to support inclusive and supportive workplace reintegration.	HR
8	Executive heads of United Nations system organizations should ensure that their organizations collaborate on the mapping of psychosocial support capacity available in all locations and consider the system-wide capacity when designing their workplace action plans, capitalizing on shared services, cost-sharing and other models for cost-effective and efficient delivery.	Accepted	In progress	The organization has a staff counsellor in place, providing psychosocial support to personnel. While formal system-wide mapping and collaboration on psychosocial support capacity have not yet been fully undertaken, the organization's existing counselling function represents a foundational resource that	The organization will explore opportunities to collaborate with other UN system organizations on mapping psychosocial support capacities, identifying potential shared services or cost-effective models, and	HR

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				could be leveraged in broader inter-agency coordination efforts.	integrating these insights into the development of workplace action plans to enhance system-wide mental health and well-being support.	

JIU/REP/2023/3 - Review of accountability frameworks in the United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The legislative organs and/or governing bodies of the United Nations system organizations should request their executive heads to assess their organization's accountability framework against the updated JIU reference accountability framework and adjust it as necessary, by the end of 2024.	Accepted	In progress	A full assessment is taking place at the moment of the present report, including the review of accountability frameworks.		DAFN
2	Beginning in 2025, the legislative organs and/or governing bodies of the United Nations system organizations should ensure that the oversight plans of internal oversight offices cover all elements of their respective accountability framework within a reasonable time frame and that, if	Under consideration	Not started	UN Tourism has no internal oversight office		DAFN/OFSG

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	coverage is incomplete, a rationale is provided.					
3	The executive heads of the United Nations system organizations should, starting from 2025, present to their legislative organs and/or governing bodies a regular report on the implementation of the accountability framework and on the costs of its key components.	Accepted	In progress	A full assessment is taking place at the moment of the present report, including the review of accountability frameworks.		DAFN/OFSG
4	The executive heads of the United Nations system organizations should prepare, by the end of 2024, through consultations held in the appropriate inter-agency mechanisms, a common United Nations system reference accountability framework maturity model, taking into consideration the updated JIU reference accountability framework.	Accepted	In progress	A full assessment is taking place at the moment of the present report, including the review of accountability frameworks.		DAFN/OFSG
5	The executive heads of the United Nations system organizations should prepare, by the end of 2025, an assessment of the maturity of their own accountability frameworks against the common United Nations system reference accountability framework maturity model and share the results with their respective legislative organs and/or governing bodies for information.	Accepted	In progress	A full assessment is taking place at the moment of the present report, including the review of accountability frameworks.		OFSG

JIU/NOTE/2022/1/Rev.1: Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The executive heads of United Nations system organizations should collaborate, in the framework of CEB, to establish a common set of categories for voluntary self-identification by personnel by June 2024, for the purposes of monitoring, analysing, evaluating and reporting on progress and success in achieving the goals of equality, equity, diversity and inclusion in addressing racism and racial discrimination.	Accepted	Not started	This recommendation is not in the sole remit of UN Tourism.	Further inter-agency discussions are required.	HR, DAFN
2	The executive heads of United Nations system organizations should direct their respective training and learning units to develop and implement a high-impact and integrated curriculum to improve awareness, learning and performance that responds to the needs of personnel of various functions, categories and levels in order to address all forms and configurations of racism and racial discrimination in the workplace.	Accepted	In progress	UN Tourism has conducted several trainings partially addressing these issues.	UN Tourism will, in consultation with other UN agencies, formalize the delivery of a training on racism and racial discrimination in the workplace.	HR, DAFN
3	The executive heads of United Nations system organizations who have not done so should provide sufficient resources to support the achievement of defined results for the implementation of action plans	Under consideration	Not started	Considering the limited resources of UN Tourism, this recommendation may be challenging to implement.		HR, DAFN

	for addressing racism and racial discrimination.					
4	The executive heads of United Nations system organizations, as members of the CEB, should jointly develop and provide resources to a high-level, inter-agency standing mechanism intended to unite organizations, leverage their existing capacities and comparative added value to collaborate and work together to respond to both immediate and longer-term needs for addressing racism and racial discrimination across the United Nations system, and address the transformative changes needed to enhance the continued relevance and value of the various efforts at both the organizational and the system-wide levels.	Accepted	Not started	This recommendation falls outside the sole remit of UN Tourism.	Further inter-agency discussions are required.	HR, DAFN
5	The executive heads of United Nations system organizations should establish, by 2024, an accountability framework that sets out the expected results, outcomes and key performance indicators for addressing racism and racial discrimination, and report periodically to their legislative organs and/or governing bodies on progress made in achieving the predefined results.	Accepted	In progress	UN Tourism is developing a policy on this topic and will report on its progress to the governing bodies once the policy is implemented and appropriate results and outcomes are available.		HR, DAFN

JIU/REP/2021/6: Business continuity management in United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The executive heads of the United Nations system organizations should, by the end of 2023, review their business continuity management framework and ensure that the core elements identified in the present report are established and owned by relevant stakeholders to enable effective coordination of business continuity processes and practices, build coherence in their implementation and promote accountability at all levels.	Under consideration	Not started			HR, DAFN
2	The executive heads of the United Nations system organizations should, by the end of 2023, ensure that the maintenance, exercise and review components of their business continuity plans are applied through a consistent and disciplined approach to confirm that the plans remain relevant and effective.	Under consideration	Not started			HR, DAFN
3	The executive heads of the United Nations system organizations should, by the end of 2023, strengthen their learning mechanisms to contribute to organizational resilience by requiring after-action reviews following disruptive incidents and periodic internal management reviews of their business continuity management frameworks.	Under consideration	Not started			HR, DAFN
4	The executive heads of the United Nations system organizations should,	Under consideration	Not started			HR, DAFN, OFSG

	by the end of 2024, report to their legislative organs and governing bodies on progress towards the implementation of the policy on the organizational resilience management system and its revised performance indicators, and highlight good practices and lessons learned, especially in the area of business continuity management.					
5	In 2023, the executive heads of the United Nations system organizations should conduct an internal management assessment of the continuity of business operations during the COVID-19 pandemic to identify gaps, enablers, good practices and lessons learned and adjust policies, processes and procedures, in particular in areas such as human resources, information and communications technology management and occupational safety and health, and indicate necessary measures to better prepare for and respond to future disruptive incidents.	Accepted	In progress	New policies on health and well-being, among others. Flexible work arrangements policies in place to ensure continuity of business operations.	Best practices and lessons learned will be identified in due course and measured through the HCM system.	HR, DAFN
6	The legislative organs and governing bodies of the United Nations system organizations should consider, at the earliest opportunity, the conclusions of the internal management assessment of the continuity of operations during the COVID-19 pandemic prepared by the executive heads of their respective organizations and, on that basis, take appropriate decisions to address the identified gaps and risks and to ensure continuity of business operations.	Under consideration	Not started			HR, DAFN, OFSG

JIU/REP/2021/5: Review of the ethics function in the United Nations system

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
3	The executive heads of the United Nations system organizations who have not yet done so should ensure that periodic refresher courses in ethics are introduced as mandatory for all staff and non-staff of their respective organization, irrespective of seniority, category and level, every three years, from 2023 onwards.	Accepted	In progress		In December 2022, the Ethics Officer, with the support of the ICT Department, made available a new and updated online course on Ethics and Integrity provided by the United Nations Ethics Office in New York. This new course is available to all newly recruited personnel and is also a mandatory refresher course for all the other personnel.	Ethics Officer
4	The executive heads of the United Nations system organizations who have not yet done so, supported by the ethics functions of their respective organizations, should, at the latest by 2025, evaluate the effectiveness and efficiency, including “value for money”, of their financial disclosure and declaration of interest programmes and, on the basis of the findings, propose changes to the relevant policies where appropriate.	Under consideration	Not started			Ethics Officer, OFSG, DAFN

JIU/REP/2021/3: Cybersecurity in the United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The executive heads of the United Nations system organizations should prepare, as a matter of priority and no later than 2022, a comprehensive report on their cybersecurity framework and present it to their respective legislative and governing bodies at the earliest opportunity, covering the elements contributing to improved cyberresilience examined in the present report.	Accepted	In progress	Draft Action Plan for Cybersecurity under preparation.	Cybersecurity is a major risk in UN Tourism. The Cybersecurity Framework is being developed and will be released between 2026-2027 due to resource constraints, so a report can be achieved by then.	ICT, DAFN
2	The legislative and governing bodies of the United Nations system organizations should consider the reports on the elements contributing to improved cyberresilience prepared by the executive heads and provide strategic guidance on further improvements to be implemented in their respective organizations, as necessary.	Accepted	Not started			DAFN, OFSG

JIU/REP/2021/2: Review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The executive heads of United Nations system organizations should designate, if they have not already done so, by the end of 2022, an organizational focal point on landlocked developing countries with clear terms of reference, developed with guidance from UN-OHRLLS, that define the focal point's role and responsibilities in supporting implementation of the programme of action for landlocked developing countries.	Accepted	In progress	IRPA is the Focal Point	Creation of clear terms of reference for focal point on landlocked developing countries. Management to approve the TOR and designate a focal point and possible alternate.	IRPA/OFSG
3	The executive heads of United Nations system organizations should develop, by the end of 2022, a clear results framework for support for landlocked developing countries, including linkages among the outcomes to be achieved, the main outputs strategy and core activities.	Accepted	In progress	IRPA coordinates the input to UN SG report on implementation of Awaza Programme of Action for LLDCs 2024–2034 - using the templates provided by OHRLLS and/or UNDESA	Creation of clear results framework for support for landlocked developing countries.	IRPA/OFSG (internal coordination)
7	The legislative organs and governing bodies of United Nations system organizations should issue directives, if they have not already done so, by the end of 2022, for their organizations to mainstream the priorities of the programme of action for landlocked developing countries	Accepted	In progress	Note: IRPA coordinates the input to UN SG report on implementation of Awaza Programme of Action for LLDCs 2024–2034	Debriefing sessions on Awaza PoA, for relevant technical and regional departments.	IRPA

	that are pertinent to their mandated work and request that their organizations report periodically on its implementation.					

JIU/LETTER/2021/1: Management letter on securing the integrity of documents, records and archives of the United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The Inspectors request the executive heads of United Nations system organizations to give due consideration to devising and applying appropriate safeguards to secure their current and historical documents, records and archives including by revisiting, if necessary, the security parameters applied to the storage of such documents in both the physical and cyber-environment and including the matter in their organizations' risk registry, and to report to the Joint Inspection Unit through the web-based tracking system no later than the end of 2022 on the measures taken to implement the present recommendation.	Accepted	In progress	In the process to migrate our current data to a safer and updated platform and create a centralized repository of the historical documents Internal pilot of the Document Management System finalized, pending on the approval of the Data Retention SG Bulletin.	Deploy the system organization-wide by 2026. Comprehensive online and hands-on training to be delivered within the organization to ensure effective understanding and application of document version control and document management procedures.	ICT, COMM, DAFN

JIU/REP/2020/8: Environmental Sustainability across Organizations of the United Nations System

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The executive heads of United Nations system organizations that have not yet done so should, by the end of 2022, develop an organization-wide policy for environmental sustainability in the areas of internal management functions.	Under consideration	Not started			DAFN, OFSG
2	The legislative organs and governing bodies of the United Nations system organizations that have not yet done so should, by the end of 2022, direct the executive heads to embed environmental sustainability considerations into the management of their organizations and request them to include in the annual report on the work of the organization the results of efforts to mainstream environmental sustainability in the internal management functions of the organization.	Accepted	In progress	UN Tourism has been calculating its GHG emissions since 2009 and offsetting them since 2015.		DAFN, OFSG
3	The executive heads of the United Nations system organizations should, by the end of 2022, devote adequate resources in specific budget plans, including by better utilizing existing available resources, to mainstreaming environmental sustainability in their respective organizations, and report	Under consideration	Not started			DAFN, OFSG

	on the implementation to their legislative organs and governing bodies from 2023.					
5	The executive heads of the United Nations system organizations should, by the end of 2022, ensure that all recruitment and selection processes, as well as performance appraisal systems, incorporate and give adequate weight to environmental sustainability understanding and behaviours, and report on the implementation to their legislative organs and governing bodies from 2023.	Under consideration	Not started			HR
8	The executive heads of the United Nations system organizations that have not yet done so should, by the end of 2022, task the relevant offices responsible for organizing conferences, meetings and events with developing a policy for incorporating provisions relating to environmental sustainability considerations into policies, procedures, manuals and guidelines, including through the relevant inter-agency mechanisms, as necessary.	Accepted	In progress	Environmental considerations are included in the agreement with host countries for statutory meetings.		COSE, OFSG
9	The executive heads of organizations of the United Nations system should ensure that, by the end of 2022, information and communications technology services' actions and projects comply with environmental sustainability considerations, including ensuring that greenhouse gas emissions are at a level compatible with the United Nations Framework	Accepted	In progress	Improve energy efficiency with virtualization, include sustainability in procurement, and extend device lifespan through maintenance and upgrades.		ICT

	Convention on Climate Change Paris agreement.					

JIU/REP/2020/6: Multilingualism in the UN System

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations that have not yet done so, to prepare a strategic policy framework for multilingualism, accompanied by administrative and operational guidelines for its implementation, and submit this for adoption by the end of 2022.	Accepted	In progress	UN Tourism is seeking resources to prepare and implement such strategic policy framework.	TRAD to develop a strategic policy framework for multilingualism.	COSE, TRAD
2	The legislative or governing bodies of the United Nations system organizations should request the executive heads of their respective organizations that have not yet done so, to appoint, by the end of 2022, a senior official as a coordinator or focal point for multilingualism, with clearly defined responsibilities and delegated authority, tasked with the coordination of the implementation of the strategic policy framework for multilingualism across their respective organizations.	Accepted	In progress	See above	Management to appoint a senior official as coordinator for multilingualism.	COSE, TRAD

5	The executive heads of the United Nations system organizations should request the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) to establish a working group on the preparation for adoption, by the end of 2022, of a United Nations system language framework for language teaching, learning, assessment, and certification in the six official languages of the United Nations, which could be based, inter alia, on the results of the work already undertaken by the United Nations Secretariat in this area.	Accepted	Not started		This recommendation is outside the sole remit of the organization. UN Tourism would support this initiative in coordination with other UN system organizations	HR
6	The executive heads of the United Nations system organizations, in their capacity as members of the United Nations System Chief Executives Board for Coordination,	Accepted	Not started		This recommendation is outside the sole remit of the organization. UN Tourism would	COSE, TRAD

	should direct the High-level Committee on Management to develop a system-wide, comprehensive and coordinated approach to multilingualism as a core value of the United Nations system organizations.				support this initiative in coordination with other UN system organizations	

JIU/REP/2020/5: Enterprise risk management

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	In order to fulfil their oversight roles and responsibilities, legislative/governing bodies should incorporate ERM into their meetings at least annually, with substantive coverage determined by the organization's mandate, field network and risk exposure.	Under consideration	Not started			DAFN, OFSG
2	By the end of 2021, executive heads should undertake a comprehensive review of their ERM implementation against JIU benchmarks 1 to 9, as outlined in the present report.	Under consideration	Not started			DAFN, OFSG
3	By the end of 2021, members of the High-level Committee on Management of the Chief Executives Board for Coordination should ensure that its Cross-Functional Task Force on Risk Management is continued as a viable mechanism to further promote and	Under consideration	Not started			DAFN, OFSG

	facilitate inter-agency cooperation, coordination and knowledge-sharing and to explore shared risks associated with United Nations reform efforts					
4	By the end of 2022, legislative/governing bodies of participating organizations should request executive heads to report on the outcomes of a comprehensive review of the organization's implementation of ERM against JIU benchmarks 1 to 9, as outlined in the present report.	Under consideration	Not started			DAFN, OFSG

JIU/REP/2020/2: Policies and Platforms in support of learning

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The executive heads of United Nations system organizations, if they have not already done so, should establish a minimum set of key performance indicators and associated targets for the efficiency of learning programmes and their effectiveness in support of business outcomes, which the organizations should monitor and report upon to the governing bodies.	Under consideration	Not started		This recommendation is under consideration in alignment with the strategic HR plan of the organization. UN Tourism will aim at including appropriate indicators.	HR
3	The executive heads of the United Nations system organizations should, in consultation with the United Nations	Accepted	In progress	The UN Tourism Online Academy (https://www.unwto-tourismacademy.ie.edu/) is	Increase number of people trained in the use of TIPs, both	HR, IEI, IRPA

	Sustainable Development Group, examine the existing options for a comprehensive joint curriculum or at least system-wide quality assurance of courses related to the 2030 Agenda for Sustainable Development, by the end of 2021.			currently offering around 40 courses within the framework of the SDGs, in collaboration with 20 academic partners, and has nearly 60,000 registered students, with a total of 23,683 scholarships distributed. Our work has been focused on expanding course offerings aligned with the 2030 Agenda for Sustainable Development, including the integration of AI tutor/feedback tools and additional languages introduced in 2024. The thematics of the new courses included Sustainable Destination Management, More sustainable energy usage, food and water management, and more sustainable community engagement. The mission is to add further new online content aimed at the contribution of the SDG goals.	internally, at UN Tourism Secretariat, and externally: Member States and partners.	
8	The governing bodies of United Nations system organizations should, by the end of 2023, approve a common United Nations Organizational Learning Framework, agreed through relevant inter-agency mechanisms, which should contain a set of principles and a plan of action for gradual implementation.	Under consideration	Not started	This recommendation is outside the sole remit of UN Tourism and must be coordinated with other agencies. The organization is readily available to contribute to this initiative for its gradual implementation.		HR

JIU/REP/2020/1: Investigation function in the UN System

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The legislative bodies of United Nations system organizations should request that organizations that have not yet done so include in their internal oversight charters a provision for the periodic revision and, where necessary, update of the charters and a requirement for their endorsement by the legislative bodies. The updated charters should be submitted for endorsement by the legislative bodies by the end of 2021.	Accepted	In progress	No internal oversight unit at UN Tourism. The internal oversight Charter was approved by the Executive Council in 2010 (decision 5(LXXXVIII). A Memorandum of Understanding with the UN Office of Internal Oversight Services (OIOS) on the provision of audit services was signed in December 2019.	A revision of the Internal Oversight Charter is to be undertaken in 2026-2027, taking into account the agreements concluded with OIOS (2019) and UNESCO (2025) for audit and investigation services respectively, and the broader review of the Organization's accountability and governance arrangements. Agreement with OIOS Investigation in place.	Ethics Officer (EO), OFSG HR
2	The executive heads of United Nations system organizations who have not yet done so should ensure that the heads of internal oversight offices periodically review and, where necessary, update their investigation policies and guidance on the basis of new developments, the jurisdiction of the administrative tribunals, lessons learned and good practices. In doing so, due attention should be paid to ensure coherence with applicable	Accepted	~~Not started/~~ In progress	No internal oversight unit at UN Tourism.	Agreement with UNESCO-OIS Investigation in place.	EO, OFSG, HR

	provisions of other existing relevant rules, regulations and policies.					
4	The legislative bodies of United Nations system organizations that have not yet done so should ensure by the end of 2021 that the heads of internal oversight offices/investigation functions are authorized to open investigations without the approval of the executive heads.	Accepted	In progress	Agreement with UNESCO-OIS Investigation in place. As per the agreement, UNESCO-OIS investigative services are subject to UN Tourism acceptance.		EO, OFSG, HR

JIU/REP/2019/9: Review of outsourcing of services to commercial service providers by UN system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The executive heads of United Nations system organizations should task the relevant offices with developing, through consultations with relevant internal stakeholders, by the end of 2021, a common organization-wide definition of outsourcing and further concretize it by developing approaches and procedural guidelines on the subject matter.	Under consideration	Not started			DAFN, OFSG
2	The legislative bodies of the United Nations system organizations should request their executive heads to ensure that, by the end of 2022, annual reports on procurement include a subsection on expenditures on services sourced from commercial service providers.	Under consideration	Not started			DAFN, LAIS (procurement)

4	The executive heads of United Nations system organizations should encourage all offices to ensure that, by the end of 2021, the sourcing of any strategic, sensitive or high-value service and related goods from a commercial service provider is preceded by the conduct of a clearly-documented strategic analysis that includes short and long-term considerations and costs, and that the analysis has been reviewed and approved by the appropriate authority, prior to a formal decision on the sourcing option.	Under consideration	Not started			DAFN, LAIS (procurement)
5	The executive heads of United Nations system organizations should instruct all offices to ensure that, by the end of 2021, strategic, sensitive and high-value commercially outsourced services under their purview are subject to periodic review, including risk assessments, to ascertain whether appropriate risk management measures are developed by the relevant functions in each organization.	Under consideration	Not started			DAFN, LAIS (procurement)
6	The executive heads of United Nations system organizations should instruct relevant offices to develop criteria that need to be met for outsourced service contracts to be considered for extensions beyond standard time frames, and to present such criteria to the relevant decision-making authority for adoption and incorporation into policy documents by the end of 2021.	Under consideration	Not started			DAFN, LAIS (procurement)

7	The executive heads of United Nations system organizations should instruct all offices to ensure that, by the end of 2021, following any decision to source a service and related goods of strategic, sensitive or high value from a commercial service provider, the requisitioning office should develop clearly detailed guidelines for managing vendor transition, including corresponding backup arrangements, and ensure that solicitation documents clearly outline the responsibility of the vendor as regards transitional assistance and knowledge transfer to the organization and incoming vendor.	Under consideration	Not started			DAFN, LAIS (procurement)

JIU/REP/2019/8: Review of staff exchange and similar inter-agency mobility measures in United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
2	Executive heads should, by the end of 2021, review all administrative issuances to clarify how inter-agency mobility is treated in each of those contexts.	Under consideration	Not started	This continues to be an ongoing discussion within the UN networks. Considering the small size of UN Tourism and its limited financial resources, some elements of inter-agency mobility will be challenging to implement. This requires further review and it is not considered a priority at this point in time.		HR

6	The Secretary-General, in coordination with other executive heads in the framework of the High-Level Committee on Management, as he considers appropriate, should, by the end of June 2022, articulate the business case for inter-agency mobility by setting out what it should accomplish for the organizations as well as how it contributes to human resources management objectives and to the delivery of programmatic results. Such a business case could usefully examine success stories, such as the impact on career trajectories.	Accepted	Not started			HR
8	Executive heads should enable all United Nations system staff members to compete for vacant posts on a basis equal to that established for their own staff, while considering downsizing contexts, the abolition of posts and positions, and the administration of rotational placements.	Accepted	In progress	UN Tourism is part of the appropriate recruitment, outreach and workforce planning working group, and is currently discussing the possibility of implementing common rosters and shared recruitment profiles.		HR
9	The Secretary-General and other executive heads who are members of CEB should, by the end of 2021, define how the mutual recognition of rules and procedures will be applied to overcome regulatory and procedural barriers to inter-agency mobility, and report on measures taken to the Economic and Social Council at its 2022 session in the context of the annual report of the Secretary-General on the work of CEB.	Under consideration	Not started			HR

JIU/REP/2019/5: Managing cloud computing services in the United Nations system

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The executive heads of the United Nations organizations should ensure that business continuity planning includes strategies and measures to mitigate the risk of failure by cloud service providers to deliver the contracted services.	Accepted	In progress	Redundancy and backup services with regular testing, along with data replication, are being set up. In the early stage of establishing SLAs with external providers.	ICT business continuity plan to be published before end 2026.	ICT
2	The governing bodies of the United Nations organizations should request the heads of their respective organizations to include provisions in their financial strategies that facilitate the adaptation, responsiveness and efficient use of operational expenditures and capital investments related to new technologies.	Accepted	In progress		IT costs will be managed through multi-year funding, aiding cost optimization and forecasting. This strategy will cover operational expenses and identify projects needing extra budget.	ICT
3	The executive heads of the United Nations organizations should put in place periodic procedures to ensure that their corporate ICT strategies, including those for cloud computing services, are aligned with the organizations' business needs and priorities, and yield value for the investment.	Accepted	Not started			ICT

4	The executive heads of the United Nations organizations should ensure that a comprehensive risk analysis exercise is undertaken before contracting ICT services, including cloud-based services. The risk analysis exercise should consider both technical and financial risks and benefits, and relevant safeguards should be included in the service-level agreement.	Accepted	In progress	Define and apply a cybersecurity risk management methodology and build a risk register of IT risks with action plans linked to control maturity and conduct regular risk reviews as part of the cybersecurity roadmap (2026-2027)		ICT

JIU/REP/2019/4: Review of change management in United Nations system organizations

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	Governing/legislative bodies are encouraged to ensure that executive heads embed change management approaches and methods in their organizational reforms and report on the results.	Under consideration	Not started			HR
4	Executive heads should ensure that resources allocated to change management are clearly earmarked and the intended results are measured, tracked and evaluated.	Under consideration	Not started			HR, OFSG
6	Executive heads should include an item on the agenda of the next meeting of the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination to consider how to support the United Nations Laboratory	Accepted	Not started			HR, DAFN

	for Organizational Change and Knowledge to play a greater role in United Nations system reforms.					

JIU/REP/2019/2: Review of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
2	Before the end of 2020, the members of the United Nations System Chief Executives Board for Coordination should coordinate within the Board's existing mechanisms to comprehensively review the results achieved following the implementation of the first phase of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and provide a forum for endorsing the framework as revised in 2018.	Accepted	Not started	Overtaken by events, UN Tourism implemented and reported on achievements during UN SWAP 2.0 and is integral part of ongoing implementation and reporting on UN SWAP 3.0.		HR, ECSR
5	Before the completion of the System-wide Action Plan 2.0, the executive heads of the United Nations system organizations should ensure an independent assessment of effective progress towards gender mainstreaming to promote gender equality and the empowerment of women within their organization, using the Action Plan as a benchmark, as applicable.	Accepted	Not started	Overtaken by events, UN Tourism implemented and reported on achievements during UN SWAP 2.0 and is integral part of ongoing implementation and reporting on UN SWAP 3.0.		HR, ECSR

JIU/REP/2018/7: Strengthening policy research uptake in the context of the 2030 Agenda for Sustainable Development

Nº	Text of the recommendation	Proposed Acceptance reporting to JIU	Proposed Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
2	The Executive Heads of United Nations system organizations should establish, in the set-up of their programme budgets and finance (cost accounting) systems, a means to report on the cost of research activities by the end of 2020.	Under consideration	In progress	UN Tourism Financial Management Information Systems (FMIS) include outputs and activities. Data can be encoded by output and activity	IO to include outputs and activities variables per projects.	DAFN

JIU/REP/2018/6: Enhancing accessibility for persons with disabilities to conferences and meetings on the United Nations system

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The executive heads of United Nations system organizations should task the relevant offices with developing, by the end of 2020, a draft policy on the accessibility of conferences and meetings for persons with disabilities, as well as guidelines for policy implementation, and present them to their respective legislative bodies, should the endorsement of those bodies be required for the policy to take effect.	Accepted	In progress	Basic accessibility specifications are included in the agreements for the principal statutory meetings (Executive Council and General Assembly) which are always held off-the HQ premises given the size of the current HQ: “The venues and offices will be accessible, adapted for people with disabilities. If the entrance is via a staircase, there must be	UN Tourism to consider adopting an Action Plan on Disability Inclusion with a chapter on meetings and conferences, in alignment with the UNDIS framework recommendations. Given the size of UN Tourism and operational constraints, UNDIS recommended developing an Action Plan if a proper overarching disability inclusion policy was not deemed feasible. The Action Plan could be submitted to UN Tourism GA for adoption, in case the	OFSG, COSE, LAIS, ICT, ECSR

				an access ramp, the slope of which allows its use by people in wheelchair, who must also be able to have access to the meeting room (stand included), to the catering area, toilets, elevators or parking spaces without any physical obstacles." Accessibility requirements clauses have been included, on an ad hoc basis, in Agreements for Regional Commission meetings (Americas and Europe Regions so far). Accessible rooms at the recommended hotels for the statutory events are requested to be available for participants. During inspection visits to the potential venues for events, the accessibility to the conference room is part of the final decision to select the venue for the event A contract with a specialized supplier	Organization secures sufficient financial resources. UN Tourism to consider producing a user-friendly booklet to inspire its Member States to make their own meetings more inclusive of participants with disabilities, functional diversity and specific access requirements. The new building to house UN Tourism HQ as from 2027, will include new professional conference premises and will be furnished in strict compliance of the Spanish standards on Accessibility. UN Tourism to report on the accessibility of new conference premises once they become operational. UN Tourism to revise the template agreements for hosting conferences and events to incorporate accessibility, among other key requirements and recommendations. This revision will follow the current revision of the Organization Policy on Agreements (SGB-17-25).	

				was signed in 2025 for the delivery of captioning and provision of the international sign language (ISL) services for the Conference on Accessible Tourism and Inclusive Employment at ITB Berlin 2025. ICT also provides technical advice to event organizers, when requested so, to ensure that digital components of conferences and meetings are accessible, complementing the logistical and contractual accessibility measures already in place.		
2	For all major conferences that are hosted off the premises of United Nations system organizations, the executive heads of these organizations should ensure that accessibility requirements are clearly stipulated in individual agreements concluded with the hosting entity for specific conferences and meetings.	Accepted	In progress	Preliminary list of requirements has been already elaborated between key departments to mainstream these requirements to all hosting agreements. The list is currently under discussion. Events focused on accessible tourism held at major tourism fairs in	UN Tourism to mainstream accessibility criteria in all co-hosting agreements meetings not necessarily related neither to statutory meetings nor accessible tourism conferences, but any event held off the HQ premises.	LAIS, COSE, ECSR

				Madrid (FITUR, January 2025) and Berlin (ITB, March 2025) or, in collaboration with Member States as conference hosts, had International Sign Language Interpretation and live captioning service available to all participants, beside the physical access criteria. The agreements for the organization of those events focused on accessible tourism, featured a detailed list of accessibility requirements in the Annex of the agreement.		
3	The executive heads of United Nations system organizations that have not yet done so should appoint, by December 2021, a focal point on accessibility within their organization under terms of reference that clearly define the focal point's role and responsibilities as regards enhancing the accessibility of conferences and meetings for persons with disabilities.	Accepted	In progress	The Technical Coordinator of the UN Tourism Department of Ethics, Culture and Social Responsibility and UN Tourism specialist on accessible tourism and an official with a disability, has been appointed focal point for UNDIS.	UN Tourism to develop the ToR for the focal point of UNDIS that would contain also focal point's role in advocating for enhancing the accessibility of conferences and meetings. This task needs to be fully coordinated with all key departments in charge of conferences, legal affairs, ICT and logistics given the structure and chain of command within the Organization. UN Tourism cannot designate a separate focal point only for the	ECSR, COSE, LAIS, ITC, HR

					accessibility of conferences and meetings for persons with disabilities as it has 100 civil servants in total.	
4	The executive heads of United Nations system organizations should instruct relevant offices that address accessibility-related matters to develop, by December 2021, standard operating procedures with regard to their operational responsibilities to improve the accessibility of conferences and meetings for persons with disabilities.	Accepted	In progress		This action should be developed in conjunction with the inclusion of the accessibility checklist in co-hosting agreements as guidelines may be similar.	ECSR, COSE, ITC
5	The executive heads of United Nations system organizations should make it mandatory for organizers of meetings and conferences to ensure, by December 2021, that: (a) The participation of persons with disabilities is fully supported by registration processes that are accessible for persons with diverse disabilities; (b) Clauses are included in accessible registration forms to ask specifically about accessibility requirements; (c) Information on accessible facilities and services is disseminated to all potential participants through accessible websites and information notes; (d) Accessible post-conference and post-meeting satisfaction surveys consistently include questions to assess satisfaction with the accessibility of facilities and services.	Accepted	In progress	In the registration form of the statutory meetings and some other events, especially those focused on accessible tourism and catering to audience with disabilities, there is a field to include any specific access requirements i related to transportation, transfers accommodation and access to the conference venue. Satisfaction surveys are facilitated on the spot, at accessible tourism events, in cooperation with DPO partners.	The accessibility checklists to be included in all hosting agreements in future should cover the provisions suggested under a), b) and c).	COSE, ITC, COMM, ECSR

6	The executive heads of United Nations system organizations should, by December 2021, provide the option for remote participation in all meetings and conferences that they organize, with no prejudice to the efforts to make attendance at meetings and conferences accessible to persons with disabilities.	Accepted	In progress	Webinars dedicated to accessible tourism and conferences on the same topic, with hybrid participation options, generally include accessibility criteria (captioning service and sign language). ICT staff supports the accessibility of conferences and events by enabling and configuring accessibility features in online and hybrid meeting platforms, including live captions, transcripts and accessible participation tools.	UN Tourism to consider enhancing its outreach to virtual audience through accessible digital channels for end-user with specific access requirements. ICT services to support in particular, the development of basic technical guidelines for accessible online and hybrid events, to be applied systematically across UN Tourism meetings.	COSE, ICT, COMM, ECSR
7	The executive heads of United Nations system organizations should issue instructions to information and communications technology and facilities management offices to undertake periodic accessibility assessments of organizational facilities and services for conferences and meetings, and to ensure that organizations of persons with disabilities are adequately consulted at all stages of the process.	Accepted	In progress	The ICT Department has finalized an Internal Guidance on Accessible Digital Documents and Presentations	UN Tourism to consult DPOs in the drafting process of its Internal Guidance on Accessible Digital Documents and Presentations, that should be finally approved by the Secretary-General and distributed internally.	ITC, COSE, ECSR
8	The executive heads of United Nations system organizations should task procurement offices with drafting, by December 2021, provisions for incorporating accessibility checks and/or requirements into procurement	Accepted	In progress	UN Tourism is currently in the process of a general revision of the Procurement Manual. At this point in time, it is	UN Tourism to consider drafting an updated version of the procurement manual containing the inclusion of accessibility provisions and requirements in	LAIS, ECSR

	policies and guidelines for consideration and adoption by the relevant decision-making authority.			still an ongoing exercise. The UN Tourism Procurement Request Form (PRF) has been modified in 2026, When completing the form, initiating officers of all departments now must specifically indicate whether they have included accessibility requirements in the technical specifications/terms of reference prepared for the tender. The updated form is uploaded in the Organization's intranet	the organization's procurement processes.	
9	The executive heads of United Nations system organizations should develop and implement through relevant inter-agency mechanisms, by December 2021, a common system-wide mandatory specialized training module on disability inclusion and accessibility for personnel involved directly or indirectly in the servicing of conferences and meetings, including, but not limited to, staff in conference management, facilities and services management, human resources management, and procurement, legal, ICT, medical, public information and safety and security services.	Accepted	In progress	UN Tourism, through its Ethics, Culture and Social Responsibility and HR Depts. has already implemented basic disability inclusion trainings (virtual), as well as a hands-on interactive training "Overcoming barriers", in cooperation with the UN Tourism Staff Association. The trainers came from the UN Tourism main DPO partners which has set up demos. The attendees representing different departments	UN Tourism to organize similar training sessions on disability-inclusion once the staff moves into the new HQ. UN Tourism to consider setting up a specialized training on disability-inclusion and accessibility to conferences and events at the new Headquarters based on UNDIS training material and delivered by DPO partners based in Madrid.	, HR, ECSR, COSE

				learned how to use disability aids, mobility devices and have been exposed to real-life situations within the office environment. Information and Communications Technology Department distributed in 2026 the ICT Accessibility Training presentation, aligned with UNDIS requirements and based on the materials developed within the UNDIS Focal Point. It provides a short overview of key concepts and practical steps to help make UN Tourism digital content more inclusive, while containing elements for meetings.		
10	The legislative bodies of United Nations system organizations should include in their agendas the review of periodic reports submitted to them on the state of accessibility of conference and meeting facilities and services for persons with disabilities, including the state of progress of actions to address accessibility deficits.	Accepted	In progress		UN Tourism to consider submitting a general report on its disability inclusion activities to its governing bodies, that would also contain a chapter on conferences and events. This action should be carried out once the governing bodies approve the inclusion of accessibility clauses in the list of logistics requirements in co-hosting agreements	ECSR, COSE, OFSG, LAIS

					both for statutory and technical meetings. The new Headquarters should have professional convention premises which can be evaluated only once the UN Tourism staff moves in, in collaboration with the host country and DPO partners.	

JIU/REP/2018/4: Review of whistle-blower policies and practices in United Nations system organizations

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	Legislative bodies should adopt measures by 2020 to ensure that all policies related to misconduct/wrongdoing and retaliation specify appropriate channels and modalities, such as independent oversight committees, for reporting and investigating allegations against the executive head of the organization, as well as against any other functions that may entail a potential conflict of interest in the handling of such issues.	Accepted	In progress	Pursuant to Executive Council decision CE/DEC/6(CIX), the Ethics Officer has reviewed and updated UN Tourism's policy on misconduct/wrongdoing and retaliation of 2013, to include a special section related to reporting allegations against the executive head of the organization. The revised policy is under final approval phase. The revised policy has remained pending final approval; issuance is scheduled for 2026 in alignment with the broader review of ethics and accountability arrangements. In parallel, arrangements are being finalised with an external partner for a third-party anonymous reporting channel (see recommendation 8 below).	Whistleblower policy under approval phase	Ethics Officer
2	In United Nations system organizations that do not have an external and independent mechanism for appeals when a prima facie case of retaliation is not determined, the executive head should instruct the relevant office(s) to develop, by 2020, appropriate	Accepted	In progress		Ethics Officer to consult with UN system organizations and propose an appropriate alternative option for an external and	Ethics Officer

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	options to address this deficiency for his or her timely consideration, and to outline any agreed-upon mechanisms and processes in updates to protection against retaliation policies.				independent mechanism to address such appeals.	
3	Executive heads of United Nations system organizations should update their relevant whistle-blower policies by 2020 to address shortcomings and gaps identified in the JIU best practices ratings.	Accepted	in progress	Partly achieved, pending final approval of the policy update. Finalisation is scheduled for 2026 alongside the related work referenced under recommendation 1 above.		Ethics Officer
4	By 2020, the legislative bodies of the United Nations system organizations should request executive heads to ensure that the independence of the head of ethics, head of oversight and ombudsman/mediator functions is clearly defined, in accordance with recommendations contained in JIU reports (JIU/REP/2006/2, JIU/REP/2010/3, JIU/REP/2011/7, JIU/REP/2015/6 and JIU/REP/2016/8), and that these functions report periodically to the legislative body.	Accepted	In progress	Since its establishment in May 2018, the in-house Ethics Function is the only independent internal function at UN Tourism. It reports to the governing bodies on an annual basis.	The degree of independence of the Ethics Function still needs be to clearly defined. Work to clearly define the degree of independence of the Ethics Function, in line with the recommendations referenced above and as part of the broader review of the Organization's accountability framework, is to be taken forward in 2026-2027.	Ethics Officer
5	By the end of 2019, executive heads of United Nations system organizations should develop comprehensive communications	Accepted	In progress	A policy on addressing discrimination, harassment, including sexual harassment, and abuse of authority is	Communication tool to be developed.	Ethics Officer

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	tools for all personnel on what, how, where and to whom to report misconduct/wrongdoing, including harassment and retaliation, in all the working languages of the organization.			currently being prepared in coordination with relevant departments, based on ST/SGB/2019/8 and subject to the establishment of an investigation policy. The communication tool will include information on the modalities to report misconduct/wrongdoing.		
6	Executive heads of United Nations system organizations should develop by 2020 standard operating procedures for proactively protecting those who report misconduct/ wrongdoing from retaliation, which should include undertaking relevant risk assessments and clearly identifying available support mechanisms and resources.	Accepted	Not started		Under consideration.	Ethics Officer
7	Executive heads of United Nations system organizations should develop standard operating procedures by 2020 for handling retaliation cases, with specific checklists and protocols for investigation, support services and communication.	Accepted	In progress		Consult with UN Ethics system. No internal investigation function in place at UN Tourism . External investigation options to be arranged.	Ethics Officer
8	Executive heads of United Nations system organizations should ensure that, by 2020, anonymous channels to report misconduct/wrongdoing are: (a) developed and operational; (b)	Accepted	In progress	Discussions are under way with an external partner concerning the provision of a third-party anonymous whistleblowing platform for	Finalisation of the contractual arrangements and operationalisation of the platform are	Ethics Officer

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	available in all the working languages of the organization; (c) accessible to all personnel, vendors and beneficiaries; (d) reflected in their relevant policies; and (e) widely communicated.			UN Tourism, addressing recommendation 8(a)-(e). The contractual arrangements to formalise this are currently being finalised.	scheduled for 2026, in coordination with the issuance of the revised whistleblower policy referenced under recommendation 1 above.	
11	By 2020, executive heads of United Nations system organizations should conduct global staff surveys on a biennial basis, in order to gauge staff views on "tone at the top" issues, accountability and ethics-related topics and to develop a comprehensive action plan to address the issues identified.	Accepted	In progress		Coordinate the global staff survey and action plan with other UN Ethics Offices.	Ethics Officer, HR

JIU/REP/2018/1: Review of internship programmes in the United Nations system

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
5	The executive heads of JIU participating organizations should put in place a mechanism to systematically track information related to internships, including on gender, country of origin, university from which the highest diploma was received, duration of the internship for each intern engaged and related costs (direct and indirect) generated by the internship programme. A	Accepted	In progress	Systematic tracking of information related to internship is being done. The report will be developed, to be presented to the governing and/or legislative bodies	Develop this report upon implementation of HR IT tool.	HR

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	report should be presented for information to the governing and/or legislative bodies of the organizations at their next sessions.					
6	Legislative and/or governing bodies of the organizations of the United Nations system should consider approving the establishment of ad hoc multi-donor trust funds to pledge voluntary contributions to support internship schemes and request executive heads to present for their consideration proposals for other suitable innovative mechanisms to receive voluntary contributions, with no strings attached regarding selection criteria.	Under consideration	Not started			HR, DAFN

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

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
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	Not started	Under discussion.	To map the most common occurrences and register the risks of situations exposing the Organization to organizational conflict of interest	Ethics officer, HR
3	The governing bodies of the United Nations system organizations should	Accepted	In progress	The review exercise of the financial disclosure		HR, Ethics officer

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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 needed to increase their effectiveness			programme was initiated in 2017. In 2019, the UN Tourism Financial Disclosure Programme was revised and replaced by the new policy released in Administrative Instruction AI/915/19, entitled Declaration of Interest Statement.		
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	In progress		Review of contractual agreements with staff and non-staff to include adequate legal clauses regarding periods of restriction for engaging in post-employment activities within the Legal Network of the United Nations.	LAIS, HR, Ethics officer
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)	Accepted	In progress	a) All UN Tourism personnel took the “Ethics and integrity at the UN” training during the first semester of 2019. c) Ethics training is now included in the induction training of both staff and non-staff.	b) Link to the annual appraisal in the new performance management system	HR, Ethics officer

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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.					
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	Not started			DAFN, OFSG

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

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
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.	Accepted	In progress	UN Tourism works with UN Global Compact on profiles and performance of the business before engaging with such. UN Tourism established a database in 2011 of all tourism enterprises and trade associations that have voluntarily signed the Private Sector Commitment to the		AM, ECSR

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				UN Tourism Global Code of Ethics. These entities report periodically on the implementation of ethical principles within their business operations and programmes. A policy on partnering with the private sector is being developed.		
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.	Accepted	In progress	UN Tourism follows the Guidelines on a Principle-based Approach to the Cooperation between the United Nations and the Business Sector developed in 2000 and revised in 2015. These guidelines provide a framework on a common and systemic approach to partnerships between the Organization and the business sector, placing greater emphasis on transparency, coherence, impact, accountability and due diligence.	Elaborate guidelines for due diligence based on common standards and procedures available so far for UN Tourism.	LAIS, DAFN, HR, AM

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

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
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.	Accepted	In progress	Voluntary contributions financial data reporting follows the standard classification of objects of expenditure and is in line with UN.	Relevant guidance on donor reporting and measures for professional skills development and training for improved reporting to donors under consideration. Develop financial data dashboards. Implementation is contingent to resources.	HR, BDFN, IRPA, IDC (+ any department implementing VCs) / OFSG (internal coordination), ICT
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.	Accepted	In progress	Voluntary contributions financial data reporting follows the standard classification of objects of expenditure and is in line with UN. UN Tourism financial reports are in line with other UN organizations. UN Tourism 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 –	Attendance of HLCM and relevant discussion to be followed up.	OFSG (internal coordination) / IRPA/BDFN / IDC

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				aspect of high relevance especially for smaller agencies such as UN Tourism.		

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	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
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.	Accepted	In progress	Secretary- General to be in relevant discussions on this matter during CEB Meetings.	All preparatory documents for SG participation in CEB should include a specific part on relevant JIU recommendations to be considered.	IRPA/OFSG (internal coordination)

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

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
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	Accepted	In progress	The Travel Policy specifies that, in order to benefit from better airline fares and to enable due approval	New/consolidated Travel Policies are being currently prepared with the	TRAVEL

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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.			process, travel requests should reach the Travel Department as early as possible and at least 10 working days before the date of departure. A KPI monitors this aspect.	expectation to come into force on 01/01/2027. Implementing a tool, integrated in the central administrative system, that would serve as Travel Planning and would considerably reduce the length of various administrative circuits, is being considered, the date of the implementation is not set yet, however, the interest is to adapt the system ASAP.	
5	The executive heads of United Nations system 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.	Accepted	In progress	Annually, back to office reports are analysed and lessons learnt extracted to identify issues for further improvement. As to the DSA, travellers are currently informed and requested to keep all the invoices and travel related documentation for at least 4 years for auditing purposes. UN Tourism is trying to see if we can benefit from the Global Deal Scheme	New/consolidated Travel Guidelines are being currently prepared with the expectation to come into force on 01/01/2027.	TRAVEL

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				managed by the UN (benefit from the cooperation agreements that the UN and other UN agencies and programmes have with the different airlines) since, given the small size of the organization, many airlines do not want to sign any special discount agreement with UN Tourism (given low expenditure levels). Nevertheless, UN Tourism tries to manage at least a couple of agreements, especially with national service providers. Agreements for the special prices and discounts with the hotels are negotiated trying to reduce the expenses.		

JIU/REP/2017/2: Donor-led Assessment of the United Nations system organizations

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
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	Accepted	Not started	UN Tourism encourages a high-level strategic dialogue with the donors fully convinced of the importance of ensuring transparency, trust and confidence, while	Build capacity to unlock aid at country and global level with Member states	IRPA/ IDC

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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.			endeavouring to reduce the transactions costs related to donor reporting.		
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.	Accepted	In progress	Senior Management of UN Tourism committed to engage in such discussions with donors on these key elements for avoiding duplication and overlap.	Consider conducting assessments, risk assessment and work plans, including creation of audit/evaluation bodies with independent and impartial roles.	DAFN, IRPA, OFSG
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	In progress	UN Tourism has signed an agreement with OIOS in December 2019 for the provision of internal audit services		DAFN, OFSG
6	The executive heads of the United Nations system organizations and the Secretary-General, in the context of	Accepted	Not started	Secretary- General to be in relevant discussions on this matter during CEB Meetings.	Secretary- General to be in relevant discussions on this	DAFN/OFSG /IRPA

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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.			Other senior official to address the matter at HLCM and HLCP	matter during CEB Meetings and its networks. Other senior official to address the matter at HLCM and HLCP	

JIU/NOTE/2017/1: Results-based management in the United Nations system: description of a high-impact model for managing for achieving results

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	To promote collaboration in and furtherance of mainstreaming results-based management across United Nations system organizations, executive heads may wish to endorse the high-impact model and use it within their respective organizations, taking into account the progress already achieved and organizational specificities.	Accepted	Not started		Requires an inception and analysis phase to identify gaps and current challenges for complying with RBM	OFSG, DAFN
2	To enhance inter-agency collaboration in the use, adaptation or expansion of the high-impact model across United Nations	Accepted	Not started		To monitor opportunities through CEB	OFSG, DAFN

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	system organizations, executive heads may wish to establish an inter-agency - task force or interim mechanism, using existing formal or informal inter-agency arrangements, as deemed appropriate.				networks (HLCM and HLCP)	

JIU/REP/2016/10: Knowledge Management in the United Nations System

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The executive heads of the United Nations system organizations, if they have not already done so, should develop knowledge management strategies and policies aligned with the mandate, goals and objectives of their respective organizations, by the end of 2018. Such strategies should be based on an assessment of current and future knowledge management needs and include measures for implementation.	Accepted	In progress	The UN Tourism e-library is currently the repository of data, reports and official UN Tourism documents. In 2022, UN Tourism has created an internal Research Committee to ensure coordination and alignment and maximize the Organization Research Agenda	Consider the development and implementation of a system for both data and research management. Implementation of a Data lake by end 2026.	OFSG, DAFN, ICT, MIPC, SSD, COMM
3	The executive heads of the United Nations system organizations, if they have not already done so, should take	Accepted	In progress	Knowledge management is handled in an ad hoc manner		OFSG, HR

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	incremental measures aimed at embedding knowledge management skills and knowledge-sharing abilities in their respective staff performance appraisal systems, annual work plans, job descriptions and organizational core competences, by the end of 2020.					

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

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
5	The Executive heads of the United Nations system organizations that have not yet done so should, by no later than January 2018, incorporate safety and security compliance indicators in the performance assessments at every management level, including senior management.	Accepted	In progress	Safety and Security is not explicitly addressed in performance assessments of managers	Consider inclusion of safety and security assessment at managerial levels	HR, SECU

JIU/REP/2016/7: Comprehensive Review of United Nations System Support for Small Island Developing States: Final Findings

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
5	The executive heads of the United Nations system should ensure the participation of their organizations in the process led by the Inter-Agency Task Force on Financing for Development to actively contribute to addressing the specificity of SIDS as a special case with tailor-made solutions, and should also ensure that new parameters of eligibility are designed for better access to financing for development for SIDS.	Accepted	In progress	The UN Tourism is following developments on SIDS and tourism IRPA is the Focal Point UN Tourism provides inputs to the report of the UN SG to the UNGA on the implementation of The Antigua and Barbuda Agenda for SIDS 2024-2034 (ABAS)	Consider appropriate actions in UN Tourism's POW, due to the specificities of SIDS, high vulnerability to shocks and socio-economic dependency on tourism.	IRPA, with support of relevant technical and regional departments
6	The governing bodies of the United Nations system organizations should encourage the allocation of predictable multi-year funding to facilitate the effective implementation of programmatic activities in support of the small island developing States, based on needs assessments prepared by the United Nations system organizations in consultation with SIDS and their relevant partners.	Accepted	In progress	The UN Tourism is following developments on SIDS and tourism and gives special attention to this group of countries as much as possible and appropriate,	Consider appropriate actions in UN Tourism's POW, due to the specificities of SIDS, high vulnerability to shocks and socio-economic dependency on tourism	all departments

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
7	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.	Accepted	In progress	UN Tourism is following developments on SIDS and tourism. The Statistical Framework for Measuring the Sustainability of Tourism partly respond to this recommendation. Measuring the Sustainability of Tourism has been recognized by the UN Statistical Commission as the framework to monitor tourism in the SDGs. A Task Team on sustainable tourism of the Inter Agency and Expert Group on the SDGs was created to better reflect the position of SIDS with regards to the development of SDG indicators related to tourism. The following SIDS were engaged in the process of developing MST and related SDG indicators: Cabo Verde, Fiji, Grenada, Jamaica, Samoa, and Trinidad and Tobago.	Consider appropriate actions in UN Tourism's POW	SSD
8	The governing bodies of the United Nations system organizations should coordinate their efforts in designing monitoring and accountability frameworks and tools adapted to the capacity of	Accepted	In progress	The UN Tourism is following developments on SIDS and tourism. The SF-MST partly responds to this recommendation. MST has been recognized by the Pacific Sustainable Tourism Policy	Consider appropriate actions in UN Tourism's POW	SSD

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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.			Framework and is the backbone of the Pacific Tourism Statistics Strategy 2021-2030. UN Tourism is the custodian agency of two indicators included in the ABAS Monitoring and Evaluation Framework (indicators: 1.11.1 “Tourism direct GDP as a proportion of total GDP and in growth rate” and 1.11.2 “Employed persons in the tourism industries”.		

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

(request to JIU on 17/10/2019 to put this report back into the online tracking system)

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
3.	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.	Accepted	In progress	The Secretary-General has issued a bulletin on these issues (SGB/06/19)	A training on fraud prevention should be included in the 2026-2027 training analysis and delivered to all personnel.	HR, DAFN, OFSG, EO

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
4.	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 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.	Accepted	Not started		Include in one of the next internal audits to be conducted.	DAFN, OFSG, EO
5.	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.	Accepted	Not started			DAFN, OFSG, EO

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
6.	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.	Accepted	In progress	A review of internal control mechanisms in the areas of procurement, non-staff contracts and sponsorships was undertaken in February 2018, and a follow-up took place in 2020. 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	Strengthen the internal control mechanisms.	DAFN, OFSG, EO
7.	When introducing or updating statements of internal controls, the executive heads of the United Nations system organizations should ensure that the statements address the adequacy of organization-wide anti-fraud controls, in accordance with good practices and applicable international standards. In the absence of a formal statement of internal controls, executive heads should certify in their annual reports to legislative and governing bodies that their organization has in place proportionate anti-fraud controls based on fraud risk assessments, and that appropriate fraud prevention, detection, response and data collection procedures and processes exist.	Accepted	In progress	UN Tourism adopted the United Nations Framework against Fraud and Corruption through SGB/06/19. UN Tourism secretariat applies a zero tolerance policy against Fraud and Corruption.	Further report to Governing Bodies	DAFN, HR, OFSG, EO

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
9.	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.	Accepted	In progress	Pursuant to Executive Council decision CE/DEC/6(CVIX), the Ethics Officer has reviewed and updated UN Tourism's policy on misconduct/wrongdoing and retaliation of 2013. The revised policy is under approval process		DAFN, OFSG, EO
10.	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.	Accepted	Not started			DAFN, OFSG, EO
11.	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	Accepted	In progress		To be included in the agendas of the Governing Bodies, as part of internal audit. SG will report on the progress in	DAFN, OFSG, EO

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	consolidated and comprehensive management report presented by the executive head on anti-fraud policy and activities; and provide high-level guidance and oversight on fraud-related matters.				the establishment of an anti-fraud strategy, policy and measures.	

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

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The executive heads of United Nations system organizations should present to the governing bodies of their organizations a long-term United Nations system-wide climate change strategy responsive to the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, and request its endorsement and the support necessary for its effective implementation, in order to achieve measurable interim results by 2020.	Accepted	In progress	In November 2025, the Interinstitutional Working Group on Tourism and Climate Action became operational under the authority of UN Tourism's Executive Council representing a pioneering governance mechanism to advance climate action in the tourism sector.	Pending approval of a long term UN-system-wide climate change strategy	IRPA
2	The governing bodies of the United Nations system organizations should support and endorse the participation of their respective organizations involved in cross-cutting areas directly or indirectly	Accepted	In progress	The UN Tourism Executive Council in its 116th Session held in June 2022 endorsed the Glasgow Declaration on Climate Action in Tourism as a voluntary commitment launched by UN Tourism in	Pending approval of a long term UN-system-wide climate change strategy.	IRPA

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	related to climate change in a system-wide United Nations strategy to combat climate change, in a manner consistent with the outcome of the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21).			November 2021 at the UN Climate Change Conference COP26 to accelerate climate action in tourism and encouraged all UN Tourism Member States to promote the Declaration. In November 2023, the Glasgow Declaration was recognized by UNFCCC as a Global Climate Action Initiative. The initiative is implemented within the framework of the One Planet Sustainable Tourism Programme, in collaboration with UNEP. https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2022-06/CE116_Decisions_En_4.pdf?VersionId=_acWSB6ge.5MRO5t9w6lpa60.vOsGIB7 UN Tourism is a climate-neutral Organization for its operations since 2015.		
3	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	Accepted	In progress	The Glasgow Declaration Initiative on Climate Action in Tourism, led by UN Tourism in collaboration with UNEP within the framework of the One Planet Sustainable Tourism Programme supports cooperation between stakeholders for the development of climate action plans		IRPA

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	consistency and coherence in the context of the climate change regime methodologies.			aligned with the following strategic pathways: measure, decarbonize, adapt, regenerate, collaborate, finance.		
4	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.	Accepted	In progress	The Glasgow Declaration Initiative on Climate Action in Tourism, led by UN Tourism in collaboration with UNEP within the framework of the One Planet Sustainable Tourism Programme supports cooperation between stakeholders for the development of climate action plans aligned with the following strategic pathways: measure, decarbonize, adapt, regenerate, collaborate, finance.		IRPA, OFSG

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

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
1	The legislative/governing bodies of the United Nations system organizations should request the executive heads to embrace the nine benchmarks proposed in the	Accepted	In progress	• The nine benchmarks have been assessed and factored into the UNWTO Communication Strategy.	To assess the benchmarks and their applicability to the UNWTO. To be	COMM

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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.			• The majority of applicable benchmarks (1, 2, 3, 4, 5, 7) are now active components of the UNWTO Communication Strategy. • Benchmarks 8 and 9 are being implemented gradually since 2018. • Regarding benchmark 8, the Organization has provided training to several colleagues in the communication team to refine their competencies. Some of the trainings are still ongoing at present 2024. • In 2023, the COMM department delivered a training for Communications Officers of Member States in Africa, in order to support their efforts to disseminate the priorities and goals of the Organization. • In 2024 the department launched a Communications handbook in order to share with all staff members guidelines to communicate the messages of the Organization in the different channels available. • The COMM department expects to keep Organizing this kind of trainings in the coming years. • Concerning Benchmark 9, in the last three years, the COMM	incorporated in the communication strategy	

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				department has tried several tools to monitoring and oversight the impact of the Communications actions and activities. The results are used to identify good practices and identify areas of improvement.		
2	Starting from the forthcoming programme and budget cycle, the executive heads of the United Nations system organizations should reinforce in a sustainable manner the strategic role of the public information and communications function within their organization, by adhering to the nine benchmarks proposed in the present report, as applicable.	Accepted	In progress	The COMM department is expected to be reinforce in the coming cycle by incorporating two new staff members in order to support the public information actions. In addition to this, since 2022, the Organization is making important efforts to update the Website and improve the navigation, as one of the main tools to communicate UNWTO messages.	To assess the benchmarks and their applicability to the UNWTO. To be incorporated in the communication strategy	COMM
5	The executive heads of the United Nations system organizations that have not yet done so should develop an effective social media strategy that is based on updated guidelines and is properly aligned with the other respective policies and frameworks/strategies for public information and communications.	Accepted	In progress	• Social media guidelines for contributions by personnel while on mission/external events are being developed and a first one has been disseminated. • Guidelines for the use of personal SoMe accounts by personnel (in coordination with HR) have been developed and disseminated. • The UNWTO Communications Department has now dedicated social media profiles among its	To assess the benchmarks and their applicability to the UNWTO. To be incorporated in the communication strategy	COMM

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
				team. The newly developed SoMe strategy will be incorporated in the Communications Strategy. • The social media guidelines have been included and updated in the UNWTO Communication Handbook launched in 2024.		

JIU/REP/2014/9: Contract management and administration in the United Nations System

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
5	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.	Accepted	In progress	Training on procurement has been delivered to all personnel including summary introduction to contract management.	Contract management training to be included as part of the 2026-2027 training plan.	LAIS, HR
8	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	Accepted	In progress	Certification of delivery is made for each contract. Each manager monitors performance of the contractor. The initiating officer is requested to complete a Vendor Performance Evaluation when the provision of	To develop a registry containing contractors with unsatisfactory performance.	LAIS

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	the contractor's performance reporting.			goods/services of high value contracts are completed.		

JIU/REP/2014/5: Follow-up inspection of the 2009 review of Management and Administration in the World Tourism Organization

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
	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 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).	Accepted	In progress	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 programme of	DAFN, OFSG

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
					work could be explored	

JIU/REP/2009/1 Review of Management and Administration at UNWTO

Nº	Text of the recommendation	Acceptance reporting to JIU	Implementation reporting to JIU	Achievements	Proposed actions	Responsible persons/dept.
14	The UNWTO General Assembly should adopt the status, basic rights and duties of United Nations staff members (ST/SGB/2002/13) and the corresponding financial disclosures policy, while promoting ethics and integrity at work, and allocate resources for relevant training of staff on these issues.	Accepted	In progress		Training proposal for 2026-2027 will include appropriate allocation of resources for training of staff on ethics and integrity at work.	HR, Ethics officer