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Report of the Secretary-General

Part II: Administrative and statutory matters

(e) Human resources report

I. Reporting on the human resources situation of the Organization

1. This document contains updated information on the human resources situation of the Organization as of 1 April 2018. As in previous reports on human resources, it provides updated staff statistics and information on staff matters. Furthermore, it includes the annual report of the Ethics Officer for 2017 as Annex I to this document.

II. Budget authority and organizational structure

2. The introduction of management changes communicated by the Secretary-General in his report on the Management vision and priorities (Part I (b)) continues to be undertaken within approved resources and number of staff positions which remains at 106.

A. Breakdown of actual staffing data

3. Information on the number of staff and their distribution by grade, gender, nationality, and age, as of 1 April 2018, is contained in Tables 1, 2, 3, and 4 below. As in previous reports to the Executive Council, the relevant breakdown has been made by category of staff within the UN Common System: Professional category and above (with grades ranging from P.1 to D.2) and General Service category (with grades ranging from G.1 to G.7) and as indicated in the Organization's Programme of Work and Budget.



Table 1: Staff Distribution by Grade and Gender

Grade	P.1	P.2	P.3	P.4	P.5	Above	Total
Female	5	2	2	7	5		21
Male	2	1	4	5	4	4	20
Subtotal	7	3	6	12	9	4	41
Grade	G.2	G.3	G.4	G.5	G.6	G.7	Total
Female		1	5	3	11	7	27
Male	1	3	1	3	4	2	14
Subtotal	1	4	6	6	15	9	41

Table 2: Staff Distribution by Category and Gender

	P and Above	GS Category	Total
Female	21	27	48
Male	20	14	34
Total	41	41	82

Table 3: Staff Distribution by Category and Nationality (including SG and ED positions)

Country	P	GS	Country	P	GS
Algeria		1	Mexico	1	
Argentina	1	1	Morocco		1
Austria	1		Netherlands	3	
Azerbaijan	1		Nicaragua		1
Bosnia and Herzegovina		1	Niger	1	
Cambodia	1		Peru	1	
Canada	1		Portugal	1	2
China	2		Republic of Korea	3	
Dominican Republic	1		Republic of Moldova		1
France	3	1	Russian Federation	1	
Georgia	2		Seychelles	2	
Germany	3	1	Spain	7	23
Ghana		1	Switzerland		1
Hungary	1		United Kingdom	1	
Indonesia		1	United States of America		1
Italy	1	1	Uruguay	1	
Lebanon	1	1	Uzbekistan		1
Lithuania		1			
			Total number per category of staff	41	41
			Total number of staff	82	

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

Table 4: Staff Distribution by Category and Age

Age	P and Above	GS Category	Total
30 to 39	8	9	17
40 to 49	15	17	32
50 to 54	6	7	13
55 to 59	8	7	15
60 to 61	2	1	3
Total	39	41	80

5. Officials holding a managerial fixed-term appointment and the Secretary-General are not included in this table.

B. Staff matters

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

Decisions of the Secretary-General

7. In accordance with Staff Regulation 15 (b), the Secretary-General decided on the following appointments within the Office of the Secretary-General:

- (a) Ms. Zhanna Yakovleva (Russian Federation) to the post of Chief of Cabinet (P.4);
- (b) Mr. Musallim Afandiyev (Azerbaijan) to the post of Deputy Chief of Cabinet (P.3);
- (c) Mr. Beka Jakeli (Georgia) to the post Coordinator for Member Relations (P.3).

Outcome of selection processes

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

Vacancy Reference	Title of the Post	Name of the Incumbent
UNWTO/HHRR/VAC/08/AFMS/2016	Programme Officer (P.1), Affiliate Members Programme	Ms. Eun-Ji Tae (Republic of Korea)
UNWTO/HHRR/VAC/10/GESE/2016	Senior Programme Assistant (G.6), General Services Programme	Mr. Antonio Medina (Spain)
UNWTO/HHRR/VAC/13/TCSV/2017 (filled from roster)	Senior Programme Assistant (G.6), Office of the Executive Director for Technical Cooperation and Services	Ms. Lucia Barca (Moldova)
UNWTO/HHRR/VAC/17/OFSG/2017 (internal advertisement only)	Senior Programme Assistant (G.6), Office of the Secretary-General	Ms. Shirin El-Tayan (Spain)
UNWTO/HHRR/VAC/21/RPEU/2017	Programme Officer (P.1) Regional Programme for Europe	Mr. Peter Janech (Hungary)

9. Following a competitive selection process, the following Junior Professional Officer post has been filled:

Vacancy Reference	Title of the Post	Name of the Incumbent
UNWTO/HHRR/JPO/08/SDTR/2017	Associate Sustainable Development Officer (P.2), Sustainable Development of Tourism Programme	Ms. Marianna Stori (Italy)

Update of the Professional Growth Plan

10. The Professional Growth Plan (Phase 6) was carried out in 2017 and the resulting decisions are currently being reviewed. As in the previous phases, implementation has been done on the basis of the approved posts, the grade level and generic job profile, and the outcome of the annual performance evaluation plan.

Officials on loan

11. Also in 2017, there was an increasing interest of Members States in the Organization's capacity building option whereby tourism experts and officials may be sent by a Member State, on a non-reimbursable loan basis, to participate in the activities of the Secretariat for a set period of time. This arrangement is formally being done through a Memorandum of Understanding.

Junior Professional Officers (JPO)

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

United Nations matters

13. An ICSC Place-to-Place survey was carried out in Madrid during October 2016 to evaluate expenditure patterns and other characteristics of the households of staff in the professional and higher categories in comparison with the cost-of-living in New York. 98% of eligible staff participated in the survey. From that figure, 80% were used for the estimation of housing related characteristics and 86% for the household related characteristics. The survey has resulted in a negative outcome for Madrid, Geneva and other duty stations. The ICSC decided that to mitigate the impact on the salaries of staff in the Professional and higher categories, a special gap closure measure in the form of a Personal Transition Allowance (PTA) of 3 points in the case of Madrid, and 8.7 points in the case of Geneva – where UNWTO has a Liaison Office – would apply. The PTA was in effect from May 2017 until January 2018.

14. As of 1 February 2018 the gap closure measure was discontinued for Madrid. As a result, staff members in the Professional and higher categories lost approximately 3% of salary. For Geneva, Switzerland, the PTA has been revised effective 1 February 2018 from 8.7 to 3 points. The next revision is scheduled for June 2018.

Amendments to the Staff Rules

15. In conformity with Regulation 1 of the UNWTO Staff Regulations, the Executive Council, on the proposal of the Secretary-General, "shall provide such Staff Rules as it considers necessary for the

enforcement of the Staff Regulations and consistent with the principles they embody". For the 108th session, the Secretary-General has prepared one amendment to the Staff Rules. The amendment will enter into force upon its approval by the 108th session of the Executive Council.

16. In the case of Staff Rule 30, the purpose of this revision is to align the Organization's rules to the ones of the UN system on the application of sanctions.

17. If the amendment to Staff Rule 30 is approved, a UNWTO Circular would be issued in due course on the subject matter.

Current Text	Proposed New Text
Chapter X Disciplinary Measures	Chapter X Disciplinary Measures
<p style="text-align: center;">Rule 30 (1) Sanctions</p> <p><i>(a) An official who fails to observe the standards of conduct required of an international civil servant may be subjected to any one of the following sanctions, as appropriate to the gravity of the case: (1) verbal warning, (2) written reprimand, (3) censure, (4) discharge, and (5) summary dismissal.</i></p> <p><i>(b) Failure to observe these standards of conduct required of an international civil servant shall mean:</i></p> <p><i>(i) failure to observe any of the provisions of Staff Regulations 3 to 9;</i></p> <p><i>(ii) misconduct by an official in his official capacity;</i></p> <p><i>(iii) dereliction of duty.</i></p> <p style="text-align: center;">Rule 30 (2) Procedure for application of sanctions</p> <p><i>(a) Before the application of any sanction other than verbal warning, a proposal to apply it, stating the reasons for which it is made, shall be communicated in duplicate to the official concerned. The official shall initial and return one copy of the proposal within eight days of its receipt, adding to it any observations he may wish to make.</i></p> <p><i>(b) Except in cases of summary dismissal, no official shall be subject to disciplinary measures until the matter has been referred for advice to the</i></p>	<p style="text-align: center;">Rule 30 (1) Disciplinary measures</p> <p><i>(a) An official who fails to observe the standards of conduct required of an international civil servant may be subjected to disciplinary measures. Disciplinary measures may take one or more of the following forms only, proportionate to the gravity of the case:</i></p> <p><i>(i) Written censure;</i></p> <p><i>(ii) Loss of one or more steps in grade;</i></p> <p><i>(iii) Deferment, for a specific period, of eligibility for salary increment;</i></p> <p><i>(iv) Suspension without pay for a specified period;</i></p> <p><i>(v) Fine;</i></p> <p><i>(vi) Deferment, for a specified period, of eligibility for consideration for promotion;</i></p> <p><i>(vii) Demotion with deferment, for a specified period, of eligibility for consideration for promotion;</i></p> <p><i>(viii) Discharge;</i></p> <p><i>(ix) Summary dismissal.</i></p> <p><i>(b) Measures other than those listed under Staff Rule 30 (1) (a) shall not be considered to be disciplinary measures within the meaning of the present rule. These include, but are not limited to, the following administrative measures:</i></p> <p><i>(i) Written or oral reprimand;</i></p> <p><i>(ii) Recovery of monies owed to the Organization;</i></p> <p><i>(iii) Suspension with or without pay pursuant to Staff Rule 29 (1)</i></p>

Joint Appeals Committee; this Rule shall not however be applicable in the case of a verbal warning or written reprimand and may, besides, be waived by mutual agreement of the official concerned and the Secretary-General.

(c) The decision to apply a sanction shall be communicated in duplicate to the official concerned, who shall initial and return one copy. In the case of a warning, the official, if he so wishes, may add his observation.

Rule 30 (3)
Verbal Warning

The sanction of verbal warning may be applied to an official by his responsible chief or by the Secretary-General.

Rule 30 (4)
Written Reprimand

The sanction of written reprimand may be applied to an official on the recommendation of the official's responsible chief, by the Deputy Secretary-General or by the Secretary-General.

Rule 30 (5)
Censure

(a) The sanction of censure may be applied to an official by the Secretary-General on the recommendation of the official's responsible chief, or on his own initiative.

(b) The Secretary-General may require the responsible chief to report to him three months after the application of the censure on the conduct of the official, who shall initial and return it, adding to it any observations he may wish to make.

Rule 30 (6)
Discharge of permanent officials

(a) The sanction of discharge may be applied to a permanent official by the Secretary-General on the recommendation of the official's responsible chief, or on his own initiative.

(b) An official who is discharged under this Rule

(c) A staff member shall be provided with the opportunity to comment on the facts and circumstances prior to the issuance of a written or oral reprimand pursuant to subparagraph (b) (i) above.

Rule 30 (2)
Procedure for disciplinary measures

(a) Before the application of any disciplinary measure, a proposal to apply it, stating the reasons for which it is made, shall be communicated in duplicate to the official concerned. The official shall initial and return one copy of the proposal within eight working days of its receipt, adding to it any observations he may wish to make.

(b) Except in cases of summary dismissal, no official shall be subject to disciplinary measures until the matter has been referred for advice to the Joint Appeals Committee; this Rule may be waived by mutual agreement of the official concerned and the Secretary-General.

(c) The decision to apply a sanction shall be communicated in duplicate to the official concerned, who shall initial and return one copy.

Rule 30 (3)
Discharge of permanent officials

(a) The sanction of discharge may be applied to a permanent official by the Secretary-General on the recommendation of the official's responsible chief, or on his own initiative.

(b) An official who is discharged under this Rule shall be given three months' notice. The Secretary-General may grant him an indemnity not exceeding one-half of that payable under Rule 24 (7) (Indemnity upon termination).

Rule 30 (4)
Summary dismissal of permanent officials

(a) If a permanent official is guilty of serious failure to observe the standards of conduct required of an international civil servant, the sanction of summary dismissal may be applied to him by the

shall be given three months' notice. The Secretary-General may grant him an indemnity not exceeding one-half of that payable under Rule 24 (7) (Indemnity upon termination).

Rule 30 (7)

Summary dismissal of permanent officials

(a) If a permanent official is guilty of serious failure to observe the standards of conduct required of an international civil servant, the sanction of summary dismissal may be applied to him by the Secretary-General on the recommendation of the official's responsible chief, or on his own initiative.

(b) An official who is summarily dismissed under this Rule shall not be entitled to notice or indemnity.

Rule 30 (8)

Discharge or summary dismissal of fixed-term officials

(a) The sanction of discharge may be applied to a fixed-term official by the Secretary-General. An official who is discharged under this Rule shall be given one month's notice. The Secretary-General may grant him an indemnity equal to one week's salary for each month of uncompleted service, subject to a maximum of three months.

(b) If a fixed-term official is guilty of serious failure to observe the standards of conduct required of an international civil servant, the sanction of summary dismissal may be applied to him by the Secretary-General. The official who is summarily dismissed under this Rule shall not be entitled to notice or termination.

Rule 30 (9)

Right of Defense

No disciplinary action shall be taken against an official until he has been given an opportunity to present his defense.

Secretary-General on the recommendation of the official's responsible chief, or on his own initiative.

(b) An official who is summarily dismissed under this Rule shall not be entitled to notice or indemnity.

Rule 30 (5)

Discharge or summary dismissal of fixed-term officials

(a) The sanction of discharge may be applied to a fixed-term official by the Secretary-General. An official who is discharged under this Rule shall be given one month's notice. The Secretary-General may grant him an indemnity equal to one week's salary for each month of uncompleted service, subject to a maximum of three months.

(b) If a fixed-term official is guilty of serious failure to observe the standards of conduct required of an international civil servant, the sanction of summary dismissal may be applied to him by the Secretary-General. The official who is summarily dismissed under this Rule shall not be entitled to notice or termination.

Rule 30 (6)

Right of Defense

No disciplinary action shall be taken against an official until he has been given an opportunity to present his defense.

III. Action by the Executive Council

DRAFT DECISION¹

The Executive Council,

Having examined the report of the Secretary-General on the human resources situation of the Organization,

1. *Takes note* of the information provided on the human resources of the Organization;
2. *Expresses its satisfaction* at the work currently being carried out by those persons in the service of the Organization and their contribution to its Programme of Work, especially in view of the rising demands made on the Organization with its limited resources;
3. *Encourages* Member States to send concrete proposals to the Secretariat for the financing of Junior Professional Officers at UNWTO, through the UNDP framework agreement;
4. *Thanks* the Ethics Officer for the work carried out, as presented in his report, and takes note of the ongoing implementation of the ethics function; and
5. *Approves* the amendment to UNWTO Staff Rule 30.

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

Annex I: Report of the Ethics Officer's functions on the activities conducted in 2017

I. Introduction

1. The present report has been prepared by the UNWTO Ethics Officer and is presented to the Executive Council for information and decision. It covers the activities carried out by the said Officer from 1 January to 31 December 2017, and it is the fifth since the establishment of the Ethics Office as an independent, separate entity in UNWTO.

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

II. Background and general information

3. Following decision 12 (XCIV) adopted by the UNWTO Executive Council at its 94th session in Campeche, Mexico, the Ethics Officer position was established at UNWTO in February 2013 (Circular NS/762), in line with earlier recommendations from the UN Secretariat to all UN agencies. The purpose of establishing this function was to promote and ensure higher ethical standards and practices, as well as greater integrity, transparency, accountability and respect in the entire UN system. In this way, specialized agencies would respond better to the requirements of member governments and the global civil society.

4. After four years of externalizing the UNWTO ethical function with an official from another UN agency based in Copenhagen, the Secretary General appointed the current Ethics Officer to occupy this position on a part-time basis as from January 2017, having in mind his thorough knowledge of the Organization, his proven independence, high ethical behaviour and objectivity demonstrated in his 20 years of service to the Organization and with a view to reducing the costs of this position.

5. Given the small size of the Organization and the very few ethics-related problems and cases that had appeared in the previous years, it was not considered necessary to appoint a full-time staff for this position, which would have entailed a much higher cost to UNWTO, neither that the appointed person be based in Madrid. Also, and in line with the practice in the entire UN system, it was not advisable to charge the appointed officer with other functions to justify a full-time post, since the Ethics function has to be conducted independently and exclusively (i.e. not together with other functions within the same organization) in order to avoid potential internal conflicts of interest and ensure maximum objectivity. It was, therefore, agreed that the Organization would ensure fast and fluent communication between all staff and the Ethics Officer by means of:

- (a) At least two visits of the Ethics Officer to UNWTO in Madrid every year to make himself available to the staff and management;
- (b) A dedicated telephone line in the hands of the Ethics Officer available to all staff all the time; and
- (c) A UNWTO exclusive email address for the Ethics Officer, so that any member of the staff as well as management could contact him at any time.

6. The tasks of the Ethics Officer were defined as follows:
- (a) Provide confidential ethics advice and guidance to all staff of the Organization, whatever their contractual status;
 - (b) Receive complaints of unethical conduct, including harassment, and advise on whether there appears to be a prima facie case thereof, and suggest to management the best approach for handling the case;
 - (c) Administer the Organization's policy for the protection of staff against retaliation for reporting misconduct and for cooperating with duly authorised audits or investigations (whistle-blower protection policy);
 - (d) Assist in mediating between staff, if requested by the UNWTO Secretary General;
 - (e) Assist in the identification of suitable investigators where cases necessitate an investigation;
 - (f) Administer the Organization's financial disclosure procedures; and
 - (g) Represent the UNWTO in the Ethics Network of Multilateral Organizations (ENMO)."

III. Activities carried out in 2017

7. During 2017, the Ethics Officer was present at UNWTO headquarters in February and May, for one full week each time. He also attended the UNWTO General Assembly in Chengdu, China, (as a member of the World Committee on Tourism Ethics), and was therefore also available for a full week in September, at least to the staff who were present in China. In all three cases these trips did not entail additional travelling costs, except for a few days of hotel accommodation, since he had to attend other official meetings and conferences.

8. Meetings were held in February and May with the Chair person and some members of the UNWTO Staff Association's Board, in order to assure them of the permanent availability and full objectivity of the Ethics Officer, and to assess whether they wanted to personally report any ethics related complaints or pending issues affecting staff; nothing was reported during these meetings.

9. A main task undertaken by the Ethics Officer in the period under review was to study, and whenever necessary revise, all the official communications issued by the UNWTO Secretary General in the past five years or so regarding Ethics, Codes of Conduct and Internal Procedures with ethical implications. Similarly, the various declarations and forms that senior staff have to complete in order to ensure compliance of ethical-related procedures -such as the Financial Disclosure declaration, or the form for declaring potential conflicts of interest in the performance of their tasks- were duly revised to align them to current UN practices.

10. During the year under review there were no ethical-related conflicts or cases reported to the Ethics Officer by any member of the staff or by management. He did not receive either any request for protection from retaliation. There were only a few consultations submitted to him by some staff, but such queries did not qualify as prima facie cases and did not require an investigation; these consultations referred to:

- (a) The appointment of an official in the G scale, after a competitive recruitment process with several candidates, which was somehow contested by one member of the staff. After receiving the query, the Ethics Officer checked the matter with Human Resources and with the Appointments and Promotion Board, and both confirmed that the selection process and the appointment had been conducted fully in line with established procedures;
- (b) The acceptance (or refusal) of gifts by two members of the staff, which, given their low commercial value, were also in line with norms established to this effect;
- (c) The acceptance (or refusal) of honorific awards granted to the (former) Secretary General by some member governments, which did not entail any material benefits to him, and did not represent any risk of favouritism by the Secretary General towards those governments;
- (d) As stipulated in his terms of reference, in July the Ethics Officer attended the Annual Meeting of the Ethical Network of Multilateral Organizations (ENMO), representing UNWTO. This was perhaps the best opportunity for the Organization to learn how to improve the administration of the Ethics function, since the Officer was able to gain a detailed knowledge of the practices in larger, more experienced agencies, as well as the new supervisory and control techniques being applied at different agencies;
- (e) As part of a UN-wide survey conducted by the UN Joint Inspection Unit, the Ethics Officer, as well as other Senior UNWTO officials, (those in charge of Administration, Human Resources and Legal Affairs), were interviewed in November 2017 by the Special Expert appointed by the UN Secretariat to review the Ethics function throughout the system. It was a lengthy interview enquiring about how this function is undertaken at UNWTO, which reflects the priority that compliance with ethics and transparency is currently being granted by the United Nations. The results of this UN-wide survey are due during 2018.

IV. Some lessons to consider

11. In general, most agencies in the UN system and in development and financial institutions (e.g. World Bank, IMF, etc.) have a full-fledged Ethics Department, usually with four, five and up to ten or more staff; this is understandable since they have to deal with several thousand employees, some of them based at headquarters and many others distributed in several regional or even country offices. Other factors that justify a rather large Ethics Department are: the large budgets they handle, the various sources of their funding, the numerous suppliers they use and the corresponding tenders they have to call, the degree of decentralisation of financial decisions within their organizations, among others.
12. Neither of these factors is relevant in the case of UNWTO, and therefore the decision by the former Secretary General to have only one, part-time Ethics Officer and not a Department seems reasonable.
13. The ENMO Conference reviewed the standards of practice and core responsibilities of Ethics Officers, including benchmarking and best practice examples; it was a highly educative and rich exercise that should allow UNWTO to better perform the Ethics Officer's function. Also, the meeting compared the roles, practices, overlaps and responsibilities of Ethics Offices vis-à-vis those of Ombudsmen; in some agencies, these functions are entrusted to totally separate departments, in others they are jointly conducted, and yet in others, the Ombudsman does not exist (as is the case at

UNWTO). In most cases, the Senior Ethics Officer is appointed for a 5-year period and is under the direct authority of the Secretary General and/or the Legal Department.

14. One issue that should be strengthened at UNWTO is the provision of more intensive and continuous ethics-related training, as most agencies do for the benefit of their staff and their organizations, with the purposes of:

- (a) Preventing misconducts, corruption, harassment and the emergence of any other unethical conduct among staff;
- (b) Teaching staff about ethical procurement policies and procedures, including in the selection of external collaborators and consultants;
- (c) Generating confidence regarding whistle-blowing policies and practices and their complement, i.e. protection against retaliation; and
- (d) Clarifying the concepts of personal/individual and institutional conflicts of interest.

15. In other words, the Ethics function should not only have a post-event role, i.e receiving denunciations and investigating them. The Ethics office should also and primarily fulfil a preventive role, promoting ethical behaviour, integrity and professionalism, establishing detailed and clear standards of conduct and disseminating them among the staff, through continuous training and communications, among others.

16. The last face-to-face ethical training and education activity carried out at UNWTO was in June 2015, i.e. nearly three years ago. Therefore, it seems necessary to undertake fresh training sessions, especially in view of the fact that a relatively high number of staff have joined the Organization in the last three years, and given the lessons learned and progress made in this field in recent years in the entire UN system.