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**EXECUTIVE
COUNCIL**



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**RECOMMENDATION BY THE EXECUTIVE COUNCIL TO THE GENERAL
ASSEMBLY OF A NOMINEE FOR THE POST OF SECRETARY-GENERAL
FOR THE PERIOD 2010-2013**

Note by the Secretary-General

In the attached document, the candidatures for the post of Secretary-General of the Organization for the period 2010-2013, which reached the Secretariat before the deadline of 27 February 2009 set by the Council in decision 16(LXXXIV), are transmitted to the Members of the Council.

**RECOMMENDATION BY THE EXECUTIVE COUNCIL TO THE GENERAL
ASSEMBLY OF A NOMINEE FOR THE POST OF SECRETARY-GENERAL
FOR THE PERIOD 2010-2013**

1. In accordance with rule 29 of its Rules of Procedure, the Executive Council is required to recommend to the Assembly a nominee for appointment to the post of Secretary-General.
2. All the procedures for the election of the Secretary-General are laid down in Article 22 of the Statutes and rules 29 and 16 of the Council's Rules of Procedure. All necessary clarifications on the subject, made in documents CE/84/12 and CE/84/12 Add.1 submitted to the Council at its previous session, are taken up in the corresponding decision of that session. These texts have been gathered together and will be made available to delegations that may need them during the session.
3. In accordance with the prescribed procedure, the following candidatures were received at the Secretariat as indicated below. On 28 February 2009, after the deadline for the submission of candidatures set by the Council had passed, a note verbale was sent to all Member States in order to keep them informed.

<u>Date of receipt</u>	<u>State</u>	<u>Candidate</u>
27 February 2009	Lebanon	Mr. Arab HOBALLAH
17 February 2009	Pakistan	Mr. Khalid MALIK
25 February 2009	Republic of Korea	Mr. Jee-chul OH
26 February 2009	Jordan	Mr. Taleb RIFAI

4. In the case of the candidatures of Mr. Khalid MALIK, Mr. Jee-chul OH and Mr-Taleb RIFAI, all the documents required by the abovementioned rules of procedure were provided and the three candidatures may be considered to be in compliance with the rules.
5. In the case of the candidature of Mr. Arab HOBALLAH, the file was transmitted through the Embassy of Lebanon in Spain, on 27 February, accompanied by a support letter from the Government received by fax on this same date and signed by H.E. Mr. Fawzi Sallouk, Minister of Foreign Affairs and Emigrants. The Secretariat thus tried to clarify this situation through the Embassy of Lebanon in Spain and the original letter was received at the Secretariat on 4 March 2009.

6. The Secretariat also wishes to inform the Members of the Council, that, through decision 19(XXXIV), the Executive Council had decided not to recommend candidates presented by a Member State that has unjustified contribution arrears, which is the case of Lebanon.

7. It will be up to the Executive Council to decide whether or not the candidature of Mr. Arab Hoballah is admissible. In light of this uncertainty, after consulting with the Legal Adviser of the Organization, the Secretariat has included the documents pertaining to this candidature in the present document so that the candidature can be taken into consideration as the case may be.

8. The curricula vitae and statements of policy and management intent of each candidate are attached to this document (in alphabetical order, as prescribed in Executive Council decision 11(LIV)). These documents were prepared by the candidates under their own responsibility. The translations were either done by the UNWTO Secretariat or were forwarded direct to the Secretariat by the candidate, as is the case for Mr. Oh.

9. The annex to the present document recapitulates the rules and procedures in force for the election of the Secretary-General of the Organization, complemented as necessary for their interpretation by comments by the Legal Adviser of the Organization. Also reproduced is the text of decision CE/DEC/16(LXXXIV) and that of the Guiding Principles for the Conduct of Elections by Secret Ballot.

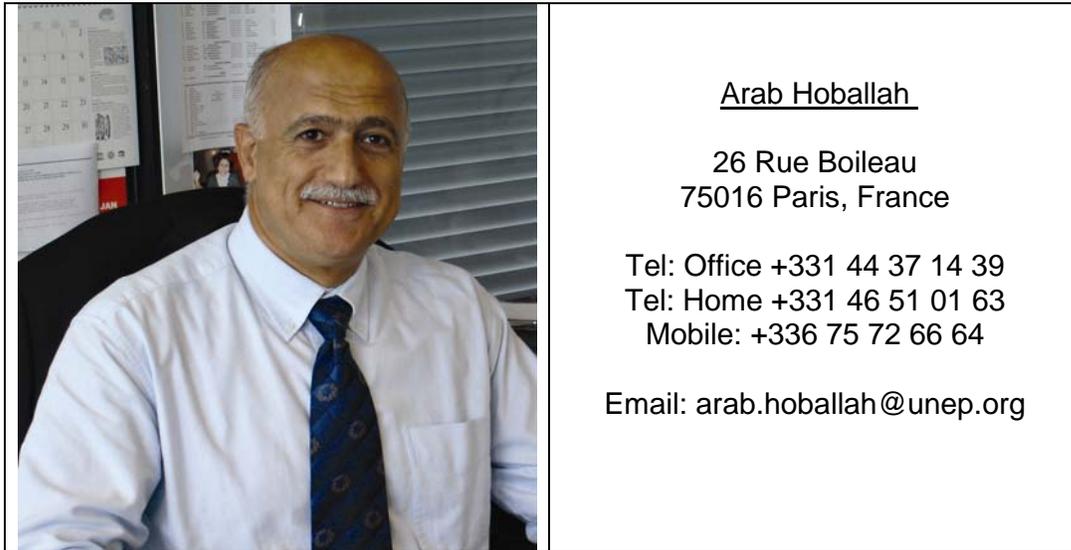
CONTENTS

	<u>Page</u>
Curriculum vitae and statement of policy and management intent of Mr. Arab Hoballah	5
Curriculum vitae and statement of policy and management intent of Mr. Khalid Malik	13
Curriculum vitae and statements of policy and management intent of Mr. Jee-chul Oh	21
Curriculum vitae and statements of policy and management intent of Mr. Taleb Rifai	31

**CANDIDATURE OF MR. ARAB HOBALLAH
PROPOSED BY THE GOVERNMENT OF LEBANON**

	<u>Document</u>	<u>Page</u>
I. CURRICULUM VITAE		6
II. STATEMENT OF INTENT AND MANAGEMENT		9

The original version was submitted in English and French by the candidate. The Arabic, Russian and Spanish versions are translations by the UNWTO.

BIOGRAPHICAL NOTE

Born on 15 April 1954, Lebanese National;

Chief of Sustainable Consumption and Production in the United Nations Environment Programme/UNEP, since October 2005. With UNEP since 1991. In the context of my current functions, I am responsible for:

- Promoting sustainable consumption and production patterns, including in the Tourism sector, under the framework of the Marrakech Process, as well as relevant policies and tools; capacity building, national, regional and global roundtables;
- Secretariat of an International Panel on Sustainable Resource Management;
- Sustainable Buildings and Construction Initiative, focusing on energy efficiency, a critical issue for the tourism facilities and infrastructures;
- Cleaner and safer production programme, together technology transfer;
- Eco-labelling and green procurement programmes, together with education and awareness raising for sustainable development and consumption and production patterns;
- Cooperation with Industry and Business sectors, annual consultative meetings with most industry sectors and a global business summit for the environment, known as B4E, involving some of the most important global companies;
- Development of partnerships with international organizations, in particular UNDP, UNESCO, UNIDO and UNWTO;
- Project development and fund raising (several millions of US Dollars per year);

Previously:

- spent 14 years working in the UNEP Regional Seas Programme, from 1991 until 2005, as:
 - Deputy Coordinator of the Mediterranean Action Plan/MAP since 1998, where I had to prepare for and manage several Conferences of the Parties to the Barcelona Convention;
 - Responsible for the Secretariat of the Mediterranean Commission on Sustainable Development, which I established and managed for 7 years;
 - Deputy Director of the Blue Plan, one of MAP Regional Activity Centres, between 1991 and 1998, where I developed regional scenarios, Coastal Areas Management Plans and Observatories for Environment and Development;
- before 1991, worked for several institutions, including several years with World Bank projects in developing countries, in particular in the management, monitoring and evaluation of development projects.

Throughout my professional career, I:

- Coordinated implementation of policies and programmes of work in close cooperation and partnership with concerned actors from all sectors, in particular in turning up the problem-responsible approach into solution-partner one;
- Induced development of scientific knowledge and systemic analysis before taking decision for a realistic, reasonable and efficient integration of economic, social and environment issues;
- Developed and/or supervised the elaboration of projects for external funding, before supervising their implementation;
- Identified concerned actors and respective roles from government, private and civil society sectors, promote sense of responsibility, develop efficient governance and participatory approach;
- Identified needs for and support capacity building and technology acquisition by public and private actors, in particular in the Developing Economies and Economies in Transition;
- Promoted inter-activity and synergy between various components of the programme and the institution as well as between UN Agencies such as UNEP, UNIDO, UNDESA, UNDP, UNESCO and UNWTO;

Sustainable development and environment protection depend on production and consumption patterns through individual and collective decision and behaviour. These require the promotion of a culture of change and adequate policy reforms; cross-cutting by nature, production and consumption patterns can only be changed through a multi-stakeholders approach building on improving knowledge, raising awareness, promoting participation, strengthening capacity and using relevant tools such as lifecycle assessment, green sustainable procurement, clean technology, all contributing to resource efficiency and decoupling.

If above tasks were not exclusively focused on tourism, this sector has always been in the priorities of my concerns, being the “first and most important industry” at global and regional levels; more precisely, I:

1. supervised the preparation of a special report on “scenarios for sustainable tourism in the Mediterranean region”;
2. coordinated the elaboration of the Mediterranean Strategy for Sustainable Development, with “tourism” as one of the seven pillars;
3. prepared for, organized and facilitated a special session of the Global Ministerial Environment Forum/UNEP on Tourism and sustainable development;
4. structured and strengthened the UNEP tourism programme, in close cooperation with concerned partners such as the Tour Operators, the Hotel Industry, the “Consumer” Associations, and last but not least with UNESCO and mainly UNWTO;
5. coordinated and consolidated the promotion of an environmentally friendly and resource efficient tourism, in particular in relation to climate change, energy efficiency and sustainable investments;
6. coordinated the work on promotion of sustainable investments, elaboration of sustainable tourism certification system, development and promotion of a “Green Passport”, prevention of risks and preparedness for emergencies in tourism areas;

Educated and trained in a multicultural environment in various continents, I qualified in Paris in 1979 in Economic Tools and Prospective Analysis (MSc), in 1981 in International Relations (MSc) and in Economic Development (PhD).

Born in Lebanon, grew up in Senegal, followed university studies in France, married to a Colombian National; familiar with various cultures and languages (Arabic, English, French and Spanish).

STATEMENT OF INTENT AND MANAGEMENT

Arab Hoballah, 26 February 2009

Globalization has changed the world, impacting relations between development and environment, with major challenges on resource productivity and efficiency, poverty alleviation and climate change, all exacerbated by current and trend consumption and production patterns. Tourism is and will remain one of the most important “industries” in the world, usually perceived through its negative social and environmental impacts whereas tourism can become a driving force for sustainable development. To that end, UNWTO can and should have a decisive catalyzing role, inducing change, promoting partnerships, integrating tourism in sustainable development. However, UNWTO should undergo a strategic change to be able to cope with the stakes of poverty, climate and culture, a change that will better direct and strengthen the role of the National Tourism Administrations as key actors in promoting a resource efficient and friendly environment tourism. UNWTO should also better define and strengthen its role in the UN system and its specific and effective contribution to the Millennium Development Goals. UNWTO should consolidate its role as catalyzer and leader in the governance and coordination of tourism related activities as well as platform for tourism relevant public/private partnerships and international initiatives.

From my direct cooperation with UNWTO and its Member States and their delegates in my different capacities within UNEP, I have come to the following assessment: tourism is still generally viewed through the negative lenses of its economic and social disparities as well as environmental impacts, whereas, UNWTO has limited visibility and credibility with its core actors, governments, national and local authorities, civil society, private sector and other international organizations. This perception can also be easily sensed from the discussions I had with current UNWTO Senior Staff, recently retired staff, and consultants in tourism, coastal management, resource efficiency and climate change projects.

Despite the United Nations attribution and claim of “a decisive and central role in the field of world tourism”, UNWTO involvement in and contribution to some core areas such as investment, legislation, standards-setting, international negotiations, treaties and politics, remain peripheral. Similarly, its interventions in key sectors such as resource and energy efficiency, sustainable buildings, facilities and services, sustainable consumption and production patterns, transport and land use management, local jobs and local wealth creation as well as poverty alleviation, remain weak, where it exists, and need to be strengthened and scaled up .

On the other hand, UNWTO is perceived mostly through its “marketing” approach to international tourism and as a global body representing the tourism sector in the form of statements and participation of its staff in a number of international meetings on a variety of tourism-related issues. UNWTO is also known, in particular to the National Tourism Administration officials representing the UNWTO member States, for many technical and statutory meetings of its own, as well as quite a few important initiatives and projects (e.g. travel facilitation, ethics, ecotourism, prevention of child abuse). However, in most cases, such initiatives and projects were hardly brought to fruition or implementation, and have generally not touched ground with the realities of tourism from the government, civil society and business perspectives, leaving also a large part of the sustainable development of tourism agenda out of its scope of strategic activities.

One of the consequences has been that the strategic role of National Tourism Administrations and of national tourism policies have not been strengthened in the sustainable development national system, where NTA can and should be extremely useful in providing for Government Authorities strategic guidance and focus in the context of national development priorities and international challenges as well as in providing overall coordination in tourism related matters.

At international level, despite its long-lasting relationship with the United Nations, a recently earned status of UN Specialized Agency, and the trust deposited in it within the UN system, UNWTO cannot yet be considered as a truly and fully integrated member of this system, as it does not yet represent the concerns of all relevant actors within the Tourism sector and as not having the adequate tools allowing intervention in tourism activities on its own behalf and in concert with other relevant regional and international agencies.

In order to sustain its programme of activities, UNWTO relies almost exclusively on Members' fees. So far, it has had limited capacity in fund raising and project preparation. While representing one of the most important "industries" in the world, with obvious impacts on resource use and environment, it would be important that UNWTO gives better consideration to the opportunities offered by this "commercial" sector in promoting development and alleviating poverty as well as protecting environment, preserving ecosystems and increasing employment.

Consequently, considering my interest, experience and expertise in development issues, in particular sustainability and partnerships, as well as my UN background, my intention would be to *undertaken a series of strategic reforms and actions in view of achieving the following objective*: **make UNWTO, the Voice of Tourism, a credible and efficient partner in the sustainable development agenda and in the UN system, a driving force in the development and environment protection process, and a lead in cultural exchanges and bridging;**

To that end, my programme of action as Secretary General of UNWTO would result, in close cooperation with the NTA and concerned national experts as well as relevant regional and international partners, in the following:

1. Tourism role to be redefined in the globalized world and the tourism sector recognized as key partner and actor in the development process and the environment/climate debate, in particular in relation to poverty alleviation and job creation;
2. Active membership and interest by member countries to be revitalized, through inter-alia regular and direct involvement of NTA in UNWTO and national policy development and coordination, and as well as the role of the business and civil society partners, through strategy and policy development, demonstration and pilot projects, and joint programmes; consolidation of member states interest in UNWTO and enlarging its membership;

3. Better integrating development and environment agendas in the vision, strategy and programme of work of UNWTO with, as necessary, strategic internal reforms and institutional restructuring, staff training, capacity building and active partnerships.
4. Result based management approach to guide a medium and long term strategy with adequate programme of work, with clear delivery at all levels, will be promoted and implemented, with active involvement of National Authorities and experts as well as regional and international partners from public, private and civil society sectors ;
5. UNWTO to be fully integrated in the UN system, increasing synergy and partnerships; UNWTO to become the advocate for “sustainable tourism” and the voice of Tourism sector; UNWTO to consult on and lead the governance of the sector within the UN system; partnerships with UNEP, UNDP and UNESCO, as well as with ECA/Africa, ESCWA/Middle East, ESCAP/Asia and Pacific, ECLAC/Americas and ECE/Europe, and with the Regional Development Banks and Funds; Among all the regions, UNWTO will pay particular attention to working with the European Union and the Regions with specific and fragile ecosystems.
6. Regional delivery to be established and consolidated, not only from headquarters but mainly from the Regions, in close cooperation and synergy with existing regional UN offices (limited financial increase required could be easily compensated by fund raising for projects and international initiatives);
7. Development of projects and fund raising; increasing substantially the current activities budget through special counterpart contributions and projects. Scaling up demonstration and pilot projects so as to provide practical guidance and assistance to countries and partners;
8. Development and building of a critical mass of internal expertise to deal with key strategic issues and provide advice and assistance to countries and partners;
9. Promotion of specific programmes on benchmarking and certifications, payment for ecosystem services, sustainability indicators, responsible investments; as well as on energy savings and resource efficiency in the hotel and transport networks; special attention to culture. Consumption and production patterns, with differentiated approach in developed or developing economies, in mature, new and/or sensitive destinations;
10. Focus on special ecosystems such as the Regional Seas, coastal areas, national parks and reserves, fragile ecosystems, cultural heritages, special regions (arid zones and deserts, glaciers and polar regions);
11. Development of frameworks and establishment of platforms for consultations and dialogues on key emerging issues relevant for tourism, national policies, private strategies, global and individual awareness, partnerships and governance, etc;

12. Finally, launching an outstanding biennial reference publication on Tourism (dealing in particular of issues related to globalization, resource efficiency, climate change, green jobs, land use management, disasters and risks, biodiversity, poverty alleviation, of course in relation to tourism development).

For all above points, I believe that I do have adequate qualification and expertise to put at the service of the sustainable development of tourism and of UNWTO, as can be seen in attached brief and detailed CV (a detailed CV as per the UN format is available upon request)

Finally, I would like to sum up what I consider some of my comparative advantages for this important and very challenging post: background and expertise in the development and environmental fields, specialized in systemic, life cycle and prospective analysis, with related and relevant knowledge and expertise in the tourism sector, acquaintance with the UN system and network, currently coordinator of the resource efficiency and sustainable consumption and production programme of UNEP. I will also bring my diverse education background (Lebanon, Senegal, France and Colombia), my experience in and familiarity with many of world regions, and my knowledge of various languages and cultures.

**CANDIDATURE OF MR. KHALID MALIK
PROPOSED BY THE GOVERNMENT OF PAKISTAN**

	<u>Document</u>	<u>Page</u>
I.	CURRICULUM VITAE	14
II.	STATEMENT OF INTENT AND MANAGEMENT	18

The original version was submitted in English by the candidate. The Arabic, French, Russian and Spanish versions are translations by the UNWTO.

BIOGRAPHICAL NOTE

Mr. Khalid Malik (Pakistani national-56 years) is a global leader with extensive development and management experience. Educated as an economist, he has held a variety of leadership and substantive positions in the United Nations. He has been active on UN reform and has worked closely with governments, UN intergovernmental bodies and civil society partners.

Mr. Malik is widely respected for his achievements as a development practitioner and as an advocate for the global concerns of poverty reduction, climate change, global finance, cultural revival and tourism development. He has over the years championed collective thinking and international cooperative action as a way to deal with these challenges. Mr. Malik is deeply committed to demonstrating results on the ground, based on an evidence based analysis and a solid understanding of the factors and policies that accelerate economic and social progress of nations.

In 2008, he was the co-chair of the International Finance Forum, a global platform for financiers and finance ministers which collectively reviewed pressing concerns arising from the global financial crisis, with tourism as one key driver. Again in the same year, Mr. Malik co-chaired with the UNWTO Secretary General the first meeting of the Tourism Council of the Greater Tumen region (five governments in Northeast Asia). On climate change, Mr. Malik delivered a keynote address at the 25th anniversary of the Club of Rome and joined Dr Pachauri (2007 Nobel Laureate on behalf of the UN IPCC) to lead the discussion on climate change at the Boao Forum for Asia.

Mr. Malik has edited books and authored articles on a range of topics, including capacity development, poverty, sustainable tourism and cultural revival, post-conflict situations, evaluation and results based management.

Summary of work experience

Mr. Malik is currently the UN Resident Coordinator in China (since late 2003). He leads one of the largest UN efforts globally. Under Mr. Malik's leadership, the UN system in China (22 resident agencies with over 700 staff) speak and deliver as one. Joint programmes such as those on HIV/AIDS, Climate change, Gender and Culture-based development are now acknowledged as global best practices.

Prior to that, Mr. Malik served as Director of the UNDP Evaluation Office and the Chair of the UN Evaluation Group in New York (Oct 1997-2003). Mr. Malik was instrumental in the introduction of results-based management in UNDP, a critical factor in the reform of the organization, and more broadly UN reform, with emphasis on more effective learning from lessons, greater transparency and accountability. He worked closely with the Executive Board and senior UNDP management to update evaluation policy and processes in the organization. Equally, as part of UNDP reform efforts to become a results oriented organization, Mr. Malik played a key role in preparing the first strategic compact with the Board, and in preparing the first Report on results (as lead author and team leader) which was widely acclaimed as a breakthrough.

From 1993 to 1997 as UN Representative in Uzbekistan, Mr. Malik covered both development and humanitarian operations, and encouraged economic reform, cultural revival and social transformation efforts. He supported new laws on the creation of NGOs and protection of womens' rights. The UN Office in Tashkent was one of the first efforts at a unified UN office.

Mr. Malik assumed other key functions including Senior Economist at UNDP Africa Bureau, (1989-92); UNDP Deputy Resident Representative in Guyana (1985-88); Chief, Africa Section, UN Financing System for Science and Technology (1981-84); Programme Advisor, Asia and the Pacific Bureau, UNDP (1980-81) and UNDP Nepal (1976-79). Prior to joining UNDP, Mr. Malik conducted teaching and research work at the Pakistan Institute of Development Economics (1975) and at Pembroke College, Oxford (1974-75).

Sustainable tourism and regional cooperation

Mr. Malik is a longtime advocate of tourism development with a focus on its contribution to development.

As UN Representative in Uzbekistan, he launched the Silk Road Initiative (SRI) jointly with the UNWTO Secretary General and UNESCO in 1994 in Samarkand. In 2004 when Mr. Malik was assigned to China as the UN Resident Coordinator, the programme was expanded to a three pronged initiative covering sustainable tourism, trade and transit and investment. Initially focused on links between China and Central Asia, SRI has now attracted interest and participation from countries such as the Republic of Korea, Japan, Russia, Iran, Afghanistan and Pakistan. The Silk Road Mayors Forum has been set up and the third annual meeting will take place this year in the Republic of Korea. The Silk Road Investment Forum tries to promote renewed investment in tourist infrastructure and transit links, and the creation of the UN Silk Road City designation seeks to promote issues of sustainable tourism, cultural heritage protection and balanced urban planning. The first meeting of the Silk Road Eminent Persons Group was held in Madrid in late 2008 to establish award criteria.

Mr. Malik has actively promoted cultural revival and related tourism development. In Uzbekistan, Mr. Malik initiated cultural revival efforts and craft industry development. In 1995, he established a high level Handicrafts Committee bringing together the Minister of Culture, eminent artists, and mayors of Tashkent and Samarkand. This complemented a national teacher/student programme and an award scheme which made an important contribution to crafts revival and the development of cultural products. In China, from 2005 onwards, Mr. Malik started programmes in cultural development, sustainable tourism and crafts development in Tibet, Yunnan and other tradition rich provinces in western China. In 2006 he held a Tibet Forum in Lhasa to look at sustainable tourism practices as Tibet geared up for much larger tourist inflows, along with a programme to revive and protect Old Lhasa.

Since 2004, Mr. Malik has led efforts to revive and rebrand the Greater Tumen Initiative (GTI) to intensify cooperation in a complex region which brings together the two Koreas, China, Russia and Mongolia. Last year, in partnership with UNWTO, Mr. Malik initiated the creation of the GTI Tourism Council.

Mr. Malik is a longstanding advocate of south-south cooperation. In 2005, he initiated the setting up of the China Africa Business Council aimed at reinforcing corporate social responsibility and producing more sustainable win-win outcomes as China ratchets up its tourism, trade and investment in Africa. This led to a major China Africa Business Forum being held in Tanzania early 2008.

Climate change, the environment and a low carbon economy

Climate change is likely to have a large impact on developing countries and their MDG gains. UNDP's global Human Development Report on Climate Change (2007/8) raises the need for a global compact that can help the developing world mitigate these effects to the extent possible and adapt to climate change. At the same time there are important opportunities for those countries who can prepare themselves for a low carbon economy and society.

Mr. Malik convened special events on China at the Bali and Poznan conferences, to showcase the critical UN framework partnership with China on Climate Change (with \$12 million support from the UNDP/Spain MDG Achievement Fund) which positions the UN (9 agencies) as the first partner with the country on post Kyoto negotiations support, on innovative mechanisms on technology transfer, and on climate proofing national policies and programmes. Presently the next national UNDP Human Development Report, which will be launched in Copenhagen, is under preparation on a low carbon economy and society in China. Pilot activities are being supported on renewable energy and on clean coal technology for appropriate scale up.

From 1994 to 1997, while based in Uzbekistan, Mr. Malik led regional and international efforts to cope with the Aral Sea environmental crisis. In China, apart from a broad portfolio of environment and energy conservation policy and action projects, Mr. Malik launched a critical environmental awareness programme in China, a media driven effort to campaign for clean air and clean water as essential rights of all citizens.

Public-private and media partnerships

Overseeing a UN/UNDP programme in China of nearly half a billion US dollars, Mr. Malik has developed strong media and public private partnerships to address pressing MDG challenges. Examples include a \$5.5 million investment in the environment by Arcelor-Mittal, \$3 million worth of free air time to show public service announcements on HIV/AIDS, and an exceptional \$15 million commitment to sustainable development by a Chinese company-the Yunnan Metallurgical Group. Mr. Malik has also initiated a UN branding partnership with Omnicom, the world's largest media company on a pro bono basis.

Scholarship and academic honours

Mr. Malik studied economics and statistics at the universities of Oxford (post graduate research), Essex (MA), Cambridge (MA) and Punjab (BA).

His co-edited books include *Capacity for Development - New Solutions to Old Problems (2002)*, now in its second printing, *Lessons Learned in Crisis and Post Conflict Situations (2002)* and the *2004 Report on Development Effectiveness* (lead author).

Mr. Malik has been a guest/keynote speaker at regional and international fora on a broad range of topics and is currently completing a book analyzing China's development experience and its future prospects.

Mr. Malik is on the Advisory Board of the Oxford Centre of China Studies and is an Honorary Professor at Fudan University, Shanghai. In 2005, Mr. Malik received an honorary doctorate from Nanchang University.

STATEMENT OF INTENT AND MANAGEMENT

Tourism is a two billion US dollar a day and almost one billion people a year societal and economic force. UNWTO has an important, catalytic role to play in ensuring that tourism is sustainable and contributes effectively to improving the lives of people. UNWTO has made significant progress in recent years. It has become a UN specialised agency, promoted a worldwide code of ethics, and established platforms for emerging tourism related issues such as climate change and the global financial crisis.

The challenge now is to identify how UNWTO can take the next steps as an institution and to define the role it can and should play in an increasingly globalized world. To achieve this, as Secretary-General, I will work with Member States and other stakeholders to advance UNWTO in five strategic policy directions:

1. Strengthening the role of tourism in development. Tourism, especially sustainable tourism, can make a much greater contribution to the achievement of the Millennium Development Goals. There are large differences in tourist numbers and income for developed and developing countries. For instance, Spain receives over 50 million tourists a year, Tanzania less than a million. While some of the difference is a function of infrastructure and facilities, a lot depends on active tourism development policies and related capacity development. UNWTO can deepen its role here, to help ensure that tourism delivers on its development promise. At the same time, new investment is required to take better advantage of tourism potential. UNWTO can be more actively engaged in helping developing countries secure such investment. Tourism as well can contribute more fully to the recovery of countries from the current economic downturn.
2. Helping tourism benefit from and contribute to the global efforts on climate change. As the UN IPCC has highlighted, the next 5 plus years are critical in defining the key adaptation and mitigation measures for society to sustain itself in the future. In the long run climate change is likely to be a major threat to human development. In some developing countries it is already undermining efforts to reduce poverty. Post Kyoto arrangements for carbon trading and technology transfer are likely to generate sizeable resources for the developing world. UNWTO can play an important role in helping reinforce the capacities of countries and the tourism industry to meet emerging challenges and benefit from the opportunities presented.
3. Reinforcing public-private partnerships. The success of UNWTO's mission is not possible without active engagement of the private sector and the broader travel industry associations. While this has been a continuing priority, this partnership can be further strengthened by developing a clear strategy based on a full understanding of the comparative value of respective partners. Emphasis has to be placed on an inclusive approach that engages the private sector/industry associations in shaping future UNWTO programmes and policies.

4. Strengthening global norms and standards. The global code of ethics is a big step forward. The future of responsible and sustainable tourism will rest on a robust system of widely accepted standards which can enable a much larger contribution from tourism to economies and societies, particularly for developing nations. UNWTO will need to work with all stakeholders to encourage and strengthen such a system.
5. Deepening the UNWTO brand. While the move to a UN specialised agency status has broadened awareness of UNWTO and its work, considerable challenges still remain. To achieve deeper brand recognition would require specific campaigns and partnerships with media and the private sector. Better awareness of the organisation will be critical in furthering its aims.

To deliver on these strategic policy directions, UNWTO would need to put emphasis on:

1. Professionalism. Much progress has made in this area over the last years. At the same time, new competences and strengths would need to be developed in line with the above strategic directions. UNWTO has to become the global leader in its key focus areas, especially in tourism and development, in climate change, in norm setting and in tourism statistics. This does not however mean an expansion of the size of the organisation, but rather working through stronger networks and partnership arrangements.
2. Strengthening results driven transparency and accountability. Audit and evaluation are important instruments in creating a culture which rewards results and promotes full transparency. These instruments would need to be fully mainstreamed and upgraded.
3. Delivering as One United Nations. Leveraging its membership in the Chief Executives Board, and in close partnership with bodies like UNDP and the World Bank, UNWTO requires an effective strategy to ensure that the entire UN system focuses on promoting tourism as an essential factor in the achievement of the Millennium Development Goals. UNWTO should particularly play an active role in delivering on this strategy at the country level when UN wide programmes are negotiated and implemented.

**CANDIDATURE OF MR. JEE-CHUL OH
PROPOSED BY THE GOVERNMENT OF THE REPUBLIC OF KOREA**

	<u>Document</u>	<u>Page</u>
I.	CURRICULUM VITAE	22
II.	STATEMENT OF INTENT AND MANAGEMENT	24

The original version was submitted in English by the candidate. The Arabic, French, Russian and Spanish versions are translations provided by the candidate.

BIOGRAPHICAL NOTE

Personal Data

Dr. Jee-chul Oh, of the Republic of Korea, was born in Seoul on December 30, 1949. He has dedicated himself to enhancing tourism, sports and cultural activities at both the national and international levels throughout his extensive career as a public official. In addition to his public service, Dr. Oh has built a career in the private sector through his work in banking, education, law and media. A former policy advisor to the president of the Republic of Korea, he is now serving the Korea Tourism Organization (KTO) as president and CEO. A native speaker of Korean, Dr. Oh is fluent in English and speaks conversational French as well as some German and Japanese. He is married and has both a son and a daughter, and one granddaughter.

Academic Background

Dr. Oh graduated from Seoul National University with a B.A. (1973) and M.A. (1977) in Criminal Law. He returned to Seoul National University to complete his Ph.D. in Criminology in 1995. In 2006, he also received an Honorary Doctor of Law from Irkutsk State University, Russia.

Professional Career

In 1976, Dr. Oh started his career with the Hanwha Group, one of the biggest Korean business groups, and Chase Manhattan Bank. Throughout his professional career, Dr. Oh has accumulated comprehensive and practical experience in a wide variety of areas such as tourism, culture, cultural assets, sports, youth, religion and media in both public and private sectors.

Sports

Since 1977, Dr. Oh has dedicated himself to the advancement of Korean sports when he began his career in this domain as the Head of the International Department at the Korea Sports Council and the Korean Olympic Committee. Later, he served as a member of the Organizing Committee for the 1988 Seoul Olympic Games and the 2002 FIFA World Cup Korea/Japan and was deeply involved in the successful bidding of these prominent events. During his public service at the Ministry of Sports and Youth, he worked in the International Cooperation Division as director (1982) and at the International Sports Bureau as director-general (1992). Currently, he sits as vice president on the Korean Olympic Committee as well as the 2011 Daegu World Athletics Championships Organizing Committee and is a member of the 2014 Incheon Asian Games Organizing Committee.

Culture and Arts

Dr. Oh gained an in-depth understanding of culture and arts promotion during his time at Korea's National Museum of Contemporary Art as director-general (1994-1995). He also served at the Ministry of Culture and Tourism where he worked as director-general of the Culture Industry Bureau (1998) and the Culture Policy Bureau (1999). In addition, he was the Korean representative on the Inter-Governmental Committee of UNESCO in Asia and Europe. He now serves as vice president of the Korean Museum Association, is a board member at the Korea Foundation for International Culture Exchange, the Seoul Arts Center and the Korean Film Archive and furthermore, is a member of the Organizing Committee for the Onggi Pottery Expo, to be held in Ulsan Korea this year.

Tourism

The invaluable experience Dr. Oh acquired in his early career in sports and culture paved the way and opened doors to new opportunities and challenges that ultimately led to the expansion of his professionalism and leadership abilities in the field of tourism. Dr. Oh was appointed assistant minister for the Office of Planning and Management at the Ministry of Culture and Tourism in 2001, thereafter rising to the post of vice minister within the same ministry in 2003.

Given that he was raised in a country that went from poverty to prosperity during his life time, he played a pivotal role in establishing the UNWTO Sustainable Tourism for Eliminating Poverty (ST-EP) Foundation headquarters in Korea with the aim of facilitating national development and poverty elimination through tourism development during his post as vice minister. Thanks to the momentum of the UNWTO ST-EP, Korea is playing an active role in poverty elimination in developing countries in Asia and Africa and is supporting tourism development in these countries by employing Korea's know-how and monetary resources.

As a leading figure representing Korea in the international tourism community, he has attended numerous international conferences and meetings including the ASEAN+3 Tourism Ministers meeting and the UNWTO General Assembly, through which he developed to a great degree, a keen interest in issues involving local economies and tourism.

Media

In 2006, he had an opportunity to expand his career into media by becoming the chairman of the Korea Cable Television Association. Currently he is a board member at Arirang TV (Korea's English-language channel) as well as at the Seoul Broadcasting System (SBS) Foundation.

In addition to the aforementioned positions, Dr. Oh has been a visiting scholar at Harvard Law School (1993), a standing advisor at the Yulchon law firm (2004), and a guest professor at Joongbu University in Korea (2005). Thanks to the wisdom gained from years of service in leadership positions, Dr. Oh was appointed to the post of policy advisor to the president of the Republic of Korea (2006). Currently he is acting as chairman of the Korea Games Industry Strategy Committee and is a member of the National Brand Committee and Supporting Committee for Jeju Self-Governing Province.

With the abundant knowledge and insight obtained through diverse professional experience, Dr. Oh has given numerous lectures on a variety of topics to government officials and university students within Korea and overseas. In particular, in 2007 he gave a lecture on the Green Economy at Mie National University in Japan.

As Current President and CEO of the Korea Tourism Organization

Since 2007, Dr. Oh has been the president and CEO of the Korea Tourism Organization (KTO). The KTO is a government-invested organization, established to promote Korean tourism and to improve Korea's local tourism industry by carrying out various domestic and overseas marketing activities, establishing resort complexes, attracting investment opportunities and implementing educational programs. The organization has 27 offices in 15 countries, which work closely with local tourism industries. Under Dr. Oh's leadership, he successfully led numerous reforms by restructuring the organization to enhance the core missions of the KTO and to expedite the implementation of KTO initiatives. With the goal of fostering a creative and innovative KTO, he concentrated on developing a comprehensive corporate structure and invigorating organizational culture by encouraging *open management*, *network management* and *fun management* philosophies. Thanks to these efforts, the KTO has received awards acknowledging its status as a representative and distinguished organization in regards to ethical considerations and service management and has been deemed a top organization to work for in Korea.

Awards

Over a career that spans more than 30 years, Dr. Oh has gratefully accepted many distinguished awards in recognition of his outstanding performance and excellent leadership. These include the 'Civil Servant of the Year Award' (1996), in addition to the '2008 Korea's Leading CEO Award', and the '2008 Global CEO Award'.

STATEMENT OF INTENT AND MANAGEMENT

Meaningful Change and Practical Benefits

By Dr. Jee-chul Oh

Foreword:

A time for renewal and meaningful change

The UNWTO faces a critical time in its history with an unprecedented level of challenges it faces both *externally* and *internally*. The global economy fell into recession last year and still remains under considerable stress with no clear end in sight. The question now is how much further it will weaken and how severe the fallout will be on industries and services globally. In this bleak environment, tourism around the world is bound to be one of the hardest hit sectors — a situation that concerns millions of people, both in developing *and* developed nations. In addition to the economic crisis, global tourism is threatened by an increasing number of issues that require global attention such as climate change, poverty and terrorism.

The Organization faces critical *internal* challenges as well. Lately, there has been widespread concern from interlocutors from a collection of countries regarding the current Secretariat's mode of business. It's clear, members want transparency within the Organization, they want an 'open' and welcoming platform whereby *all* members are included and are entitled to the same benefits and where *all* concerns are reasonably addressed.

These are the unsettled issues, *here and now*, at the United Nations World Tourism Organization as we approach the **election of a new secretary-general**. It is true that the UNWTO has made undeniable contributions to the advancement of global tourism; the Organization has enacted the Global Code of Ethics for Tourism, launched the ST-EP initiative, and increased the total number of Member States to 154. However, the UNWTO must further its efforts to tackle pressing issues that still remain. Whether the UNWTO becomes a key partner of its Member States and other stakeholders in confronting the issues — and the hidden opportunities — of our times or remains merely a bystander will depend on our ability to effect change within the Organization itself.

It is a time that demands renewal and fresh ideas. It is a time that requires energy and commitment to effect meaningful and positive change while retaining the legacy of experience accumulated over decades.

My candidacy, solidly supported by my country's government, is aimed squarely at driving such a renewal. And it is based on three fundamental tenets:

- A strong personal belief in the power of **multilateral action**;
- A commitment to seeking **new avenues of collaboration** with the Member States in sync with their differing needs;
- A firm conviction that the most effective organizations are also those that have the **highest standards of governance, transparency and accountability**.

Both my personal biography and the recent history of my country are defined by the willingness to **embrace and drive change**. For my nation, this has represented a quantum leap from quasi-poverty to an advanced economy, with the accompanying social and political liberties, in barely a generation. As for me, both in private practice as well as in public service, it has meant always setting for myself (and for the teams I have had the privilege to lead) the goal of delivering a bigger, better, more relevant and more effective organization to those who in due course will carry on its activity. **Leadership** is not about oneself — although it must be exercised through visible example — but rather about embodying the **values and attributes of the institution** one leads.

That is what I aspire to do at the UNWTO, and the pages that follow are an attempt to present **specific and attainable blueprints** to realize the proposed initiatives as well as to explain the **strategic intent** that underpins my vision for the UNWTO. Through the following four major action plans, I am determined to provide practical, long-term benefits for the Member States and bring visible changes to the global tourism industry.

A Four-Pronged Approach: ***Seeking impact through action from Day-1***

Among the four major action plans, two of them involve the creation of new infrastructure to ensure that the UNWTO is in a better position to support the continuous development of the tourism sector. The remaining two action items involve enhancing existing infrastructure of the Organization.

1. Implementing tailor-made programs

As the UNWTO comprises over 154 Member States with diverse economic, social and cultural backgrounds, its programs must be **tailored and targeted** to each of their needs, but should also maintain balance between developed and developing Member States, as well as global and regional initiatives. As the UNWTO becomes more goal-driven and responsive to the needs of its Member States and other stakeholders including Affiliate Members within, the tourism sector will come to actively engage in the programs to which the UNWTO will devote itself as the **principal coordinator for overall project implementation**.

➤ **Tourism Clearinghouse:** Foreign direct investment (FDI) is a win-win proposition for countries at both the investing and receiving ends. In cooperation with Affiliate Members and other stakeholders, a **Tourism Clearinghouse**, or tourism portal website, will be established by the UNWTO. To the investing countries, the Tourism Clearinghouse will provide wide-ranging investment and business-networking opportunities as a cyber matchmaking center for tourism investment, with extensive information about participating members such as tourism resources, investment policies, financial regulations and other relevant information. For developing Member States, this will be a platform to exhibit their extensive tourism capabilities, and also seek consultation on regulations or policies in order to improve investment conditions.

The Clearinghouse will serve as a vehicle for information-sharing with the latest information on tourist destinations as well as relevant statistical data. It will also promote the tourism businesses of Member States and Affiliate Members, which will lead to increased opportunities for strengthening public-private partnership.

➤ **Crisis Management Programs:** Expanding the current 'Travel Advisory Service,' which has been limited to providing post-emergency announcements, the **Rapid Response Toolkit** will incorporate an emergency alert system to enhance countries' capability to prepare for crises in advance. The Toolkit will provide concrete, step-by-step guidelines on managing a wide range of crises — whether it be a health pandemic, terrorist attack, or natural disaster — by including information on how to readjust communication strategies, maximize the use of marketing budgets, and garner support from both public and private sectors in response to crises. Cooperation with global media and other stakeholders must be reinforced to institute an early warning system in case of calamities or other instances requiring emergency alerts, and also provide **credible, authoritative and up-to-date information** on the safety of tourist destinations after the emergency outbreaks. Therefore, by releasing official announcements and information regarding the restoration progress of damaged destinations, potential tourists can receive assurance before traveling again. The UNWTO will also take a more active role to assist **restoring emergency-stricken tourism sites**.

➤ ***Nurturing Tourism Professionals through Regional Human Resource Centers:*** The future of tourism is in the hands of the next generation of tourism professionals. As part of my long-term mission for a sustainable tourism sector, I will actively seek the support of universities, research centers and corporations in training tourism professionals in the public and private sectors. As a next step, **Regional Human Resource Centers** will be established where needed over the years. These centers will nurture adept tourism experts specialized in attracting tourism investment, developing tourism products and tourism sites, marketing them using new and innovative means, and applying other resources for the advancement of global tourism.

➤ ***Developing Regionally Specialized Tourism Programs:*** In addition to serving the needs of individual Member States, the UNWTO will also group countries by region or theme to help them develop specialized tourism programs accordingly. Grouping countries by theme creates endless possibilities for new forms of tourism such as film tourism, urban tourism, farm tourism, eco-tourism, culture and sports tourism, and '*voluntourism*'. Similarly, grouping countries by region will allow the UNWTO to offer more focused assistance to various regions such as small island nations, Central Asian states, Central European states and African states. To help regional and thematic groups to develop their own specialized programs, the UNWTO will enhance research initiatives on new forms of tourism as well as provide up-to-date market data through enhanced IT networks on changing behaviors of tourists including their demands, travel patterns and preferences. The Organization will also charge itself with assisting Member States to improve their own IT infrastructure to adequately manage their respective tourism industries.

2. Diversifying sources to increase funding

The UNWTO's financial report for March 2008, reveals that the Organization relies on Member States' contributions for 85% of its funding. Given the fact that a significant part of its annual budget is devoted to sustaining its own operation, it is clear that the remaining funds are insufficient by far to deliver concrete, meaningful and lasting benefits for its members. Simply put,

- The UNWTO must avoid becoming a self-serving organization concerned primarily with self-preservation;
- Its current, member fee-based funding structure is both inadequate and is incapable of growth as — at the current level of services provided — no more cash can be demanded of its members;
- The current economic environment, added to the possibility that some Member States might rethink their membership, adds an additional level of uncertainty to the Organization's financial lifeblood.

Therefore, it is imperative for the UNWTO to proactively seek additional means for funding.

➤ ***Maximizing use of existing trust funds of UN agencies and international organizations:*** There are several sources of funds mainly from other UN agencies and various international organizations the UNWTO could utilize. According to the **UNDP Multi-donor Trust Fund Office**, in 2008, the amount of funds tapped by the UNWTO was only 0.06% of the total funds operated by the Office. In the case of the **World Bank Group**, though in 2007 it had installed 7.3 billion dollars of trust fund assets, only 5.8 billion dollars of those assets were disbursed. Considering the fact that most funds are allocated to the Millennium Development Goals and that tourism is a multi-dimensional industry, with the development of concrete programs, the UNWTO will be **highly likely to receive more of these funds**.

With such additional resources, the UNWTO will be able to expand projects with other international organizations. For example, with UNEP and AFDB, the UNWTO could utilize their environmental protection funds on a collaborative project to protect African wildlife, which could become a major tourism resource, and with The World Bank and IDB, it could co-promote and implement campaigns on climate change with their Climate Change Trust Fund.

➤ **Establishing UNWTO's own trust funds:** In addition to utilizing the existing funds of other international organizations, the UNWTO could establish **its own trust funds** through (1) utilizing ODA of Member States; (2) establishing trust funds on a voluntary basis from Member States on a project-basis, and (3) through Corporate Social Responsibility and special contributions by multinational enterprises.

Also, as I believe it is one of the most important tasks for the secretary-general of the UNWTO to **attract adequate funds**, I will actively engage in regular meetings with the heads of international organizations, Affiliate Members, academic and business circles to explore the possibility of joint projects and use of available funds.

➤ **Utilizing Corporate Social Responsibility funds:** Although the current global economic downturn might have discouraged corporations' **Corporate Social Responsibility (CSR)** efforts, it is true that a number of corporations have set aside a significant amount of capital thus far and these CSR funds are a relatively untapped source of funding. Considering the uniqueness of the tourism industry where the private sector plays a pivotal role, utilizing CSR funds towards the UNWTO initiatives provides a win-win proposition for both the UNWTO and corporations.

3. Enhancing good governance

In order to provide tailor-made programs and respond to the needs of its members, the governance of the UNWTO needs to be robustly enhanced. This internal reorganization and reform will be gradually aimed towards the levels of **transparency, efficiency, responsiveness** and **accountability** to Member States.

➤ **Establishing an open channel of communication:** Creating a direct channel of communication with Member States and Affiliate Members is essential to generate better understanding of the overall proceedings of the UNWTO. It will also allow to voice opinions and reflect their insights about the implementation of actual policy. To this end, I will propose the foundation of the following infrastructures to gather and disseminate information to and from Member States, Affiliate Members, committees and the Secretariat.

To gather information, the UNWTO will establish a **Direct Communication System**, which will seek feedback and requests from Member States on diverse issues ranging from how the Secretariat is run to concerns on developing specific tourism projects. In addition, the UNWTO will conduct regular surveys to seek opinions of the eight Specialized Committees and six Regional Committees to ensure their feedback is also incorporated in policy design.

To disseminate information, the UNWTO will set up a **Process Information Service** and a **Quick Response Service**. The former will allow Member States to access up-to-date information on UNWTO projects in real time on the web, while the latter will ensure that all inquiries are replied within 48 hours from the receipt of the question.

➤ **Bringing the role of IT to the next level:** In addition to establishing the Tourism Clearinghouse, the **internal IT network of the UNWTO** will undergo an upgrade to enhance the quality of service and maximize efficiency. The UNWTO will implement the following IT cutting-edge initiatives: (1) upgrade the **Data Collection and Processing Systems**; (2) develop a **new Information Management System** to provide administrative, financial, and marketing information at the touch of a key, and (3) establish a **Strategic Information System** to increase Member States' competitiveness on tourism administration and business. All the systems will be managed by the **Integrated Technology Networks**.

➤ **Managing programs effectively:** To ensure that new initiatives are developed and evaluated successfully, the UNWTO will manage all programs through a comprehensive supervision program, which will provide prompt support to specific needs of newly established programs and evaluate and terminate ineffective programs in a timely manner through a **'sunset' system**.

➤ **Restructuring the Secretariat:** To transform the Secretariat into an entity that provides tangible benefits to its membership, the UNWTO will establish a **Reform Committee**. The Organization will also implement (1) a **key-staff incentive and promotion system** to motivate and retain high-caliber Secretariat employees, and (2) a **rigorous internal audit system** to enhance transparency, accountability and fiscal responsibility of the Secretariat.

➤ **Optimizing responsibility sharing:** To make the UNWTO more objective-based, the authority and obligations of the secretary-general, including personnel and administrative tasks, will be **shared with the deputy secretary-general** for the operation of the UNWTO, much like how the tasks of a chief executive officer and a chief operating officer dovetail within a modern corporation. Thus, the secretary-general will also be able to devote more time to the overall direction and policies of the UNWTO and to the likewise important task of nurturing relationships with public and private allies of the Organization that can help it reach its goals.

4. Strengthening partnership with stakeholders

In the current phase of global economic slowdown, the UNWTO must become the vanguard of the global tourism industry to protect the interests of all stakeholders and also to ensure the smooth operation of ongoing developments. The unique multi-dimensional aspects of tourism provide ample room for the UNWTO to work with a wide range of players for mutual benefits and partner to respond to global agendas on climate change, environment, health, economic development and even anti-terrorism. The UNWTO will build **stronger ties and opportunities for collaboration** with other international organizations, Affiliate Members of the UNWTO, private organizations, NGOs, international media and academia to continue its steps towards sustainable tourism development.

➤ **Expanding cooperation with international organizations:** First and foremost, the UNWTO must expand joint projects by **proactively seeking opportunities** with other international and multilateral organizations such as the United Nations Environment Program (UNEP), the World Health Organization (WHO) and multilateral development banks. For example, the previously mentioned early warning system may be established in collaboration with the World Meteorological Organization for weather-related natural disasters, and health issues may be discussed with the WHO to achieve the Millennium Development Goals. On an even larger level of significance, the UNWTO will further collaborate with other special agencies such as the UNDP, OECD, UNESCO, and IOC and, again, the UNEP to do more globally about impending issues such as climate change.

➤ **Strengthening public-private partnerships:** The UNWTO is unique among international organizations in that the **private sector** has a permanent and central role within its operation and goals. Therefore, the UNWTO should work to build sustainable, long-term partnerships with private organizations that share mutually beneficial objectives, especially UNWTO Affiliate Members. Ways to encourage active participation of the private sector include (1) acknowledging individuals or corporations with significant contributions in addressing green tourism with an **Annual Green Award** or (2) appointing **honorary ambassadors** to further promote tourism.

This collaboration and co-responsibility can serve an important role in promoting global tourism, creating jobs, as well as connecting with the organization's founding spirit. In the past, the UNWTO has had experience working with Microsoft to establish a website to promote tourism in Africa. Under my term as secretary-general, I will actively promote means for partnerships, beginning with inviting various UNWTO Affiliate Members and IT companies to take part in establishing the Tourism Clearinghouse.

➤ **Cooperating with the global media:** The UNWTO will enhance its **cooperation with the global media** through a regular briefing system to (1) promote newly developed or under-publicized tourism resources, and (2) effectively implement the earlier mentioned Crisis Management Program.

A Final Word:

Connecting the infinite possibilities of Tourism

The action plans proposed above are the blueprints for the UNWTO to become a **truly modern and world-class international organization** with clearly-set objectives. They incorporate a system of checks and balances to ensure high-quality execution and to deliver particularly the following results:

- **Encourage the participation of more countries so that the UNWTO membership approximates that of the UN;**
- **Develop innovative ways to deal with global issues such as the Millennium Development Goals and environmental issues;**
- **Build a foundation to implement Tourism 2020 Vision;**
- **Improve service for all Member States and Affiliate Members by balancing the development and bringing mutual prosperity.**

In taking various measures to realize such plans and visions, the key concept I am focused on could be best depicted by the concept of “**connection.**” Indeed, tourism is a major link, and when converged with other areas, the boundaries of tourism can be infinitely expanded. The combination of tourism with culture and art, with sports, or even with religion and media, means that a significantly larger value can be created as a whole. This is also part of my personal philosophy cultivated over years of experience in tourism. I have had more than 30 years of experience as a practitioner and advisor not only in tourism, but also in culture, art, sports, youth, religion and media. I also have significant experience in high-level decision-making as vice minister of Korea’s Ministry of Culture and Tourism and president/CEO of the Korea Tourism Organization.

Throughout years of experience, I have witnessed **the infinite possibilities of tourism.** I believe even a single tree and a rock as well as passionate people and their energy can be a viable resource for tourism. Anything and everything has potential to become an excellent resource when connected with tourism, and therefore, I firmly believe that tourism presents fair and endless possibilities for all countries for growth and prosperity.

That is the primary objective of my vision as I declare my candidacy as the UNWTO’s next secretary-general. Given my own experience of growing personally and professionally in a country that went from poverty to prosperity during a lifetime, I will implement **balanced visions and plans for both developed and developing Member States** and serve as a connecting bridge in between those two. I am both a **visionary** and a **realist**; a **thinker** and a **doer**. I believe in the value of individual effort but I trust even more the power of **team effort** and **international dialogue**. These are attributes which I believe are required to lead an important organization such as the UNWTO.

Those personal traits, along with the specific plans outlined in this document, my passion for what I do and my determination to achieve what I set out to achieve are the foundation of **my Pledge**: I will lead the next phase of the UNWTO’s development and transform it into a remarkably advanced organization that we can all be proud of.

Thank you.

**CANDIDATURE OF MR. TALEB RIFAI
PROPOSED BY THE GOVERNMENT OF JORDAN**

	<u>Document</u>	<u>Page</u>
I.	CURRICULUM VITAE	32
II.	STATEMENT OF INTENT AND MANAGEMENT	34

The original version was submitted in English by the candidate. The Arabic, French, Russian and Spanish versions are translations provided by the candidate.

BIOGRAPHICAL NOTE

A. Brief biography

- Mr. Taleb Rifai is currently the Deputy Secretary-General of the World Tourism Organization (UNWTO), having been appointed to the position in February 2006.
- Prior to assuming his current post, he was the Assistant Director-General of the International Labour Organization (ILO) for three consecutive years. His responsibilities included the overall supervision and implementation of the International Labour Standards, as well as advising on labour markets and employment policies, particularly in the Middle East region.
- From 1999 to 2003, Mr. Rifai served in several ministerial portfolios in the Government of Jordan, first, as Minister of Planning and International Cooperation in charge of Jordan's Development Agenda and bilateral and multilateral relationships with donor countries and agencies. He was subsequently appointed Minister of Information, in which capacity he was in charge of communication and public media and restructured the Jordan Television Network. In 2001, his portfolio was expanded to include the Ministry of Tourism and Antiquity.
- During his term as Minister of Tourism and Antiquity, Mr. Rifai established Jordan's first Archaeological Park in the ancient city of Petra in collaboration with UNESCO and the World Bank. He also realized several grand projects in Jerash, the Dead Sea and Wadi Rum. As Minister of Tourism, he was also the Chairman of the Jordan Tourism Board, President of the Ammon School for Tourism and Hospitality and was elected Chairman of the Executive Council of the UNWTO in 2001.
- In the three years preceding his service in the Jordanian Cabinet, Mr. Rifai was the CEO of Jordan's Cement Company, one of the country's largest public shareholding companies with over 4,000 employees. During his term he successfully led and directed the first large-scale privatization and restructuring scheme in Jordan by bringing in the French cement company Lafarge in 1998 and continued to serve as CEO under the new Lafarge management.
- From 1993 to 1997, Mr. Rifai was actively involved in policy making and developing trade and investment strategies, initially in his capacity as Director of Jordan's Economic Mission to Washington DC promoting trade, investment and economic relations between Jordan and the USA. In 1995 he became the Director General of the newly established Investment Promotion Corporation, responsible for developing and implementing policies aiming at attracting Foreign Direct Investment into Jordan.
- From 1973 to 1993 Mr. Rifai was involved in research, teaching and practicing Architecture and Urban Design in Jordan and the United States. He was a professor of Architecture at the University of Jordan and taught several courses in Philadelphia, Chicago and Cambridge. As an architect, he won several international competitions and supervised numerous projects, particularly in the rehabilitation of old urban centres.

- Mr. Rifai received his PhD in Urban Design and Regional Planning from the University of Pennsylvania in Philadelphia in 1983, his Master's degree in Engineering and Architecture from the Illinois Institute of Technology (IIT) in Chicago in 1979, and his BSc in Architectural Engineering from the University of Cairo in Egypt in 1973.
- Mr. Rifai, a Jordanian national born in 1949, has travelled and lectured extensively, and received several distinguished decorations including one of Jordan's highest medals for public service, Al Kawkab, as well as several high-level decorations from France, Italy and other countries.

B. Experience and skills

- Mr. Rifai's background combines solid political experience and technical knowledge in the field of tourism, as well as experience in the work and functioning of International Organizations. His background also provides him with extensive economic, business and academic experience.
- Throughout his professional career, Mr. Rifai has been a **reformer** and a **consensus builder**: two important qualities in effecting **sustainable change**. His ability to introduce fresh thinking and to work closely with people in order to ensure buy-in and to achieve enduring reforms is evident in all his endeavours, notably, restructuring the Jordan Television Network, privatizing the Jordan Cement Company and introducing fresh thinking to the UNWTO.
- Having served as Deputy Secretary-General of the UNWTO for the last three years, Mr. Rifai has acquired valuable experience and insight regarding the needs and prospects of the UNWTO. He is considered a strong candidate who possesses all the necessary skills, experience and knowledge as well as the capability to introduce much-needed reforms and changes at the UNWTO.

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STATEMENT OF INTENT AND MANAGEMENT

**“PROGRESS LIES NOT IN ENHANCING WHAT IS,
BUT IN ADVANCING TOWARD WHAT WILL BE”**

G. KHALIL GIBRAN

A. TOURISM AT A CROSSROADS

1. Tourism has today become an important central global phenomenon contributing significantly to national economies and stimulating growth and development. Over 900 million people crossed international borders in 2008 and over US\$ 1 trillion earned in tourism receipts. In the last few decades, the tourism industry has made significant achievements in ensuring sustained and healthy growth, continuous improvements in standards and quality, and higher levels of competitiveness and innovation. Together with those accomplishments, there has been an increasing awareness and commitment to the principles of sustainability. The necessity to balance short-term market challenges with those of long-term sustainability principles have become an integral part of global and national tourism policies and strategies. Tourism growth and sustainability have advanced hand in hand, conscious of their interdependency.

2. While those achievements were being realized, the tourism industry suffered several setbacks and faced severe natural and man-made crises. Throughout those difficulties, the industry showed remarkable resilience and always came out stronger and healthier. In fact, resilience has become an essential characteristic of the tourism sector. Today however, all past accomplishments are being severely tested. Harsh and sudden economic realities are surfacing to challenge the global market system, intensifying long-term global challenges: the need to alleviate poverty, deal with climate change, provide for security, health, food and energy, and the many other challenges identified in the Millennium Development Goals (MDGs). Travel and tourism will indeed be affected by this new reality.

3. **The UNWTO, as the leading global tourism organization, is today uniquely placed to provide leadership and support to its Member States in order to help them better navigate through these difficult times without losing perspective of the long-term challenges.** This is clearly a responsibility that the UNWTO must continue to assume and to which it must commit itself, particularly at this important crossroads. The UNWTO must also continue to highlight the importance of tourism in today's global and national development agendas, still an ongoing challenge.

4. **Building on the significant and solid achievements so far, and engaging quickly and boldly in addressing current and future challenges, it is now the time for the UNWTO to clearly reassert its mission.**

B. THE UNWTO IN TIMES OF CHANGE

5. The UNWTO has come a long way since the establishment of its predecessor, the IUOTO, over 60 years ago. In 1975, as a newly minted intergovernmental organization, the WTO entered into a new era, providing important support in the tourism sector to its Member States. Still, the last two decades were undoubtedly the most significant in the life of the Organization. Its membership has been considerably enlarged, its services expanded and its leadership in the field of tourism clearly acknowledged.

6. **Five important achievements** in the last two decades must be highlighted:

- (i) **The Tourism Satellite Account (TSA)** developed in 1999 and providing the most important tool for measuring the impact of tourism on national economies;

- (ii) **The Global Code of Ethics in Tourism** endorsed by the UN General Assembly in 2001 and considered as the key document redefining the term tourism and placing its practices at par with all international ethical values and norms;
- (iii) **The ST-EP initiative** launched in 2002 and representing the first serious practical attempt to link the impact of tourism to the improvement of the social and economic lives of ordinary people;
- (iv) **The UNWTO** becoming a **full-fledged specialized agency of the United Nations** in 2003 and recognizing tourism as an integral and essential element in the global development agenda.
- (v) The most important achievement, however, lies in the fact that the UNWTO has firmly established its international representational status in the tourism sector. **It is acknowledged and looked upon as the Organization to provide vision and leadership to the sector.**

7. **At this juncture however, the UNWTO needs to take stock of its strengths, consolidate its achievements, acknowledge its shortcomings and move to address the challenges ahead.** The challenges now facing the UNWTO are dictated by developments that are rapidly changing the tourism sector and the world around it. They are also compounded by the changes that are urgently required within the Organization.

8. **IT IS INDEED THE TIME FOR CHANGE.**

C. THE PATH FORWARD

9. While the mandate of the UNWTO is clearly stated in its Statutes, the simple question “What does the UNWTO do?” is often asked. A clear and commonly shared understanding and interpretation among all stakeholders of the mission of the UNWTO still needs to be formulated. This has become particularly important since the increased visibility and enhanced representation of the UNWTO have led to higher expectations from its stakeholders. The central role of the UNWTO must continue to be that of providing **leadership** to the entire sector and **support** to its Members in achieving a set of clear and agreed upon global, regional and national objectives. **It is, therefore, important to identify and build consensus around a set of clear strategic objectives for the path forward.**

10. In articulating the future agenda of the UNWTO, **I propose a set of three clear Strategic Objectives. They are to be addressed, balanced and advanced in parallel:**

- Strategic Objective 1: **COMPETITIVENESS**
- Strategic Objective 2: **SUSTAINABILITY**
- Strategic Objective 3: **PARTNERSHIPS**

11. **Competitiveness** leading to healthy growth must continue to be a clear objective. The UNWTO must ensure the advancement of **standards** and **quality** as well as **innovation, product development** and **destination management in tourism**. **Public policies, legislation** and **capacity building** that are designed to advance growth and competitiveness, are areas that the UNWTO should continue to enhance and expand. **Statistical tools, market intelligence, crisis management** and **best practices** must also be further developed and more systematically compiled, analyzed and disseminated. All elements that lead to the enhancement of the overall market competitiveness, as well as the resilience of tourism should be part of this strategic objective.

12. **Sustainability** ensures that short-term policies, practices and actions will contribute to healthy and agreed upon long-term development objectives. The UNWTO should continue to be the international body to ensure that global and national policies in the tourism sector are an integral part of the global sustainable development agenda as outlined by the MDGs. It must continue to be the **standard setting body** on **ethical issues** concerning **social, economic, cultural and environmental development**. It should further enhance its ability to provide leadership and support in the areas of **environmental protection** (particularly with respect to climate change and biodiversity), **poverty alleviation, job creation, cultural enrichment, peace building and social and economic equity**. The overall objective of tourism sustainability must be at the heart of the mission of the UNWTO.

13. **Partnerships** among all stakeholders in the tourism sector are essential to the growth and sustainability of the sector. The UNWTO, as an intergovernmental organization, cannot contribute meaningfully to any of its objectives without working with and including all stakeholders. While governments are the principal policy makers and regulators, the private sector is the main growth engine of the industry. NTOs, NGOs, research and academic centres, as well as trade associations are also important stakeholders without which healthy growth and sustainability cannot be advanced. As part of the UN system, the UNWTO must also join forces with all other international organizations in supporting its mandate and objectives and in the work toward the MDGs. Building **partnerships** and consensus, as well as providing the platform for joint action have become important objectives to advance **competitiveness** and **sustainability**.

14. These three strategic objectives, I propose, should form the basis upon which the Mission Statement of the UNWTO is to be articulated, endorsed and shared.

D. A FOUR-YEAR PLAN

15. In preparing a **four-year plan of action**, I have carefully examined all elements that need to be addressed to enable the UNWTO to move forward. The proposed plan of action consists of a **SEVEN-POINT AGENDA** structured around:

- MEMBERSHIP
- PARTENERSHIPS
- GOVERNANCE

While specific plans and targets will still need to be detailed, I believe this Agenda represents the general outline of a comprehensive and meaningful plan of action for the coming four years.

ON MEMBERSHIP

I. REASSERTING RELEVANCE AND CONSOLIDATING MEMBERSHIP

16. While the UNWTO has now attained considerable recognition as a leader in the tourism sector, there is still a need to ensure that the value it contributes to its Members and the relevance of the UNWTO agenda to the concerns of the Member States, be clear and evident. Member States are at various stages of development and have therefore different concerns. The UNWTO must **be relevant to ALL** and not take its Members for granted. This is a major challenge, given that the difficult global environment and the increased visibility of the UNWTO have given rise to higher expectations, resulting in signs of legitimate concern on the part of some Member States about the **relevance and value added of UNWTO membership**.

17. While the UNWTO must take pride in the expansion of its membership over the last 20 years, **its greatest challenge today is to consolidate its membership and reassert its relevance and importance to Member States**. This can only be accomplished by a clear and accurate understanding of the needs, concerns and priorities of different Member States and by aligning the agenda and work plans of the UNWTO with such priorities. To that effect, I will be producing a periodical analysis and categorization of regional and sub-regional particularities and needs, and systematically monitor and update such particularities.

II. EXPANDING MEMBERSHIP AND REPRESENTATION

18. As an intergovernmental organization, the UNWTO now has 155 Member States. This is a significant achievement when compared with its membership just 20 years ago. However, **the task is not complete**, as some important countries and major tourism destinations, particularly in Europe and North America, are still outside the UNWTO. A fresh and innovative approach must be adopted to enlist these countries and to ensure that the UNWTO truly represents the entire international tourism community.

19. Many countries in Europe and North America have developed different structures for their National Tourism Administrations. The UNWTO must understand this element and adapt to this developing reality. A new approach is needed to ensure that such countries are able to join the UNWTO and see the relevance and value of membership. I will be producing a detailed plan to identify and approach potential candidates as well as the steps and timeframe required for each case. **The coming four-year time-frame should be set as a clear target for enlisting the remaining important countries and destinations in the UNWTO membership.**

ON PARTNERSHIPS

III. STRENGTHENING INTEGRATION WITHIN THE UN SYSTEM AND THE GLOBAL DEVELOPMENT AGENDA

20. The UNWTO became a Specialized Agency of the UN in 2003. Prior to that, it had developed important and numerous links with the UN system and with many International Organizations. While the UNWTO is now a Specialized Agency with a wide crosscutting mandate, **it is still seen internationally as a small, little known newcomer.** The level of integration and cooperation within the UN system is still modest. The result of which is limited involvement with the wider global development agenda.

21. The challenge of achieving greater integration and involvement with other global and regional partners is not only essential in addressing the direct tourism sustainability concerns; it is also important in raising awareness as to the potential contributions of tourism to the global sustainable development agenda. In particular, more efforts must be made to link tourism to three major global challenges:

- (i) **Poverty Alleviation**
- (ii) **Employment**
- (iii) **Climate Change**

The UNWTO must also ensure that tourism is linked to the global challenges of **energy, security, cultural and environmental preservation.** In addition, it should clearly structure and strengthen its **human rights** related programmes, particularly those concerning **women and children.**

22. In this context it is important to highlight that the UN has attached special importance to its development agenda in Africa. **I will ensure that the UNWTO aligns itself with this important global objective, and strengthens its special programme for Africa as well as the ST-EP initiatives and projects, leveraging its acquired international status into meaningful partnerships with major international and regional organizations.**

IV. TRANSFORMING THE AFFILIATE STRUCTURE INTO A MORE MEANINGFUL AND EFFECTIVE BODY

23. The UNWTO is unique among international and intergovernmental organizations in its inclusion of non-governmental members as Affiliates. From its very beginning the non-governmental members, and in particular those from the private sector, were envisioned as an integral part of the UNWTO structure. This structure has come a long way, but today it is beginning to show a need for clarity as to the role of the Affiliate Members within the Organization. **The Affiliate structure needs to become more meaningful and more representative if it is to perform effectively the role expected of it.**

24. In principle, the Affiliates should be active members, debating all issues with their partners in the public sector. The UNWTO should be the platform for this important debate and interaction. This requires the Affiliate Members to move from the concept of an “**extended motivated club**” to that of “**meaningful representatives of non-governmental stakeholders**”. This may also lead to extending links with other important organizations performing similar roles beyond the UNWTO.

25. **I will be introducing a major revision of the role and structure of the Affiliate Members, as well as of the practices and procedures that enable them to operate efficiently and meaningfully. This will be done in consultation with Member States, current Affiliate Members and major partners outside the UNWTO.**

ON GOVERNANCE

V. EXPANDING RESOURCES AND FUNDING POTENTIAL

26. The UNWTO is primarily dependent on Member States' contributions to fund its operations. It has so far managed to operate and perform reasonably well with its limited resources. Today, however, there is a need to think beyond the existing funding model. The UNWTO will be expected to do much more, to venture in new areas and become more effective in providing support and producing results for its Members. At the same time the ability of Member States to continue to be the sole funders of the Organization may be challenged in view of the current economic difficulties. The Organization must therefore move toward innovative funding models involving its non-governmental partners, particularly those from the private sector and partner with other international and regional organizations, in order to leverage its limited resources. The unique nature of the tourism industry and the dynamic character of its private sector must be utilized in boosting the resources and the ability of the Organization to improve and expand its effectiveness.

27. When compared to other International Organizations, the UNWTO has a modest ratio of voluntary contributions to its regular budget. This situation can and must be improved. A serious effort toward resource mobilization is one of the important challenges ahead. A particular effort must be made to utilize the significant multilateral and international organizations funding potentials. **I intend to establish a dedicated unit within the Secretariat entrusted with this responsibility and the task of developing a four-year plan for resource mobilization.**

28. It is also important in this regard to emphasize that as an Intergovernmental Organization and part of the UN system, the UNWTO must carefully assess any new funding models. Such models must be compatible with the special nature and principal objectives of the Organization. Expanding funding potentials must not be based on prejudged models, but rather on a broad based consensus; a task that I intend to embark upon swiftly and efficiently.

VI. ENGAGING MEMBER STATES

29. The UNWTO is an International Organization owned by 155 Member States and managed by a dedicated Secretariat. However, the particular nature of the relationship that developed throughout the years between the Secretariat and the Member States may have resulted in an over-dependency on the Secretariat in defining objectives and providing direction. While this may be seen as a proof of the effectiveness of the Secretariat, it carries with it the serious risk of weakening the involvement and thus, the sense of ownership on the part of the Member States.

30. It is important at this juncture of the Organization's history, to reaffirm the essential sense of engagement with the Member States. **I intend to introduce a revision of practices and procedures concerning the way the different organs of the UNWTO meet and operate as well as the role of the Secretariat in such operations.** The aim would be to encourage more involvement in the debate and the decisions regarding policy issues, work agenda and new initiatives.

31. The fact that the Secretariat is small and has no direct field presence adds to the difficulty in engaging Member States in the plans and actions of the Organization. The Regional Representatives at Headquarters are limited in the ways they can interact with Member States and this in turn affects their ability to accurately reflect their priorities and concerns. To address such issues, **I will produce a novel proposal establishing a network of Focal Points in the field, jointly selected by the Member States and the Secretariat, to ensure continuous interaction with the Member States.**

VII. COMMITTING TO GOOD GOVERNANCE, EFFICIENCY AND TRANSPARENCY

32. As a Specialized Agency of the UN, the UNWTO is expected to adapt and align itself with the codes, practices, rules and regulations prescribed in the standards of the UN. **The overall principles of good governance of the international system must be clearly observed.** Without falling into excessive bureaucracy or losing the advantages and flexibility of a small, tightly managed organization, the UNWTO should quickly align its practices with the principles of **good governance, transparency and high ethical standards.** Such principles are important not only in the internal management of the Secretariat, but also in its relationship with the Member States.

33. The Secretariat operates in accordance with an organizational structure that developed incrementally over time. Departments and units were added or cancelled as needs dictated. Although some serious attempts were made in the last few years to revisit the structure of the Secretariat, the current organizational model still suffers from overlaps in roles and responsibilities, and the need for a clearer hierarchy. **Most importantly, the organizational structure needs to be aligned with the Organization's strategic objectives and to operate more efficiently as ONE.**

34. Due to the relatively small size of the Secretariat, and to the inherited pattern of management, the existing model is heavily centred around the Secretary-General. Restructuring the Secretariat should reinforce the concept of a **Management Team** in order to reduce the over-dependency on the Secretary General in the operational management model. I will be producing a detailed plan for restructuring the Secretariat along the **three strategic objectives** (Competitiveness, Sustainability and Partnerships), each of which will be entrusted to a Senior Executive Director. Together with the Secretary-General and the Deputy Secretary-General, these senior executives would form the **Senior Management Team.** The Senior Management team will have to carefully observe the regional and gender balance expected from an International Organization.

35. Good governance also requires further rationalization of the expenditures, and continuous reduction, in particular, of the staff costs and fixed costs in the overall budget. I will be setting specific targets in this regard, and will be held accountable for achieving them within specific timeframes. Other targets relating to gender and geographical balance will also be set within a good governance agenda.

36. FULLY AWARE OF THE STRENGTH AND FRAGILITY OF THE UNWTO, I WILL INTRODUCE CHANGE BASED ON KNOWLEDGE AND EXPERIENCE, THROUGH:

- **FRESH THINKING,**
- **CONSENSUS BUILDING,**
- **DEDICATED WORK, AND**
- **BOLD AND SWIFT ACTION.**

I COMMIT MYSELF TO REALIZE THIS SEVEN-POINT AGENDA IN THE PERIOD 2010-2013.

* * * * *

A N N E X

REMINDER OF THE RULES AND PROCEDURES IN FORCE FOR THE ELECTION OF THE SECRETARY-GENERAL OF THE ORGANIZATION (2010-2013)

I. STATUTORY AND REGULATORY TEXTS

(a) Article 22 of the Statutes

"The Secretary-General shall be appointed by a two-thirds majority of Full Members present and voting in the Assembly, on the recommendation of the Council, for a term of four years. His appointment shall be renewable."

(b) Rule 29 of the Rules of Procedure of the Executive Council

- "1. The Council shall recommend to the Assembly a nominee for appointment to the post of Secretary-General.*
- 2. The recommendation shall be made at a private meeting of the Council.*
- 3. The recommendation shall be made by a simple majority of the Members of the Council present and voting. If no candidate receives the majority in the first ballot, a second and, if necessary, subsequent ballots shall be held to decide between the two candidates receiving the largest number of votes in the first ballot."*

(c) Rule 16 of the Rules of Procedure of the Executive Council

"The meetings of the Council shall be public unless it decides otherwise."

II. PROCEDURE FOR THE NOMINATION OF THE SECRETARY-GENERAL OF THE WORLD TOURISM ORGANIZATION

A. Council decisions

- Decision 11(LIV) taken at Tozeur, Tunisia, November 1996

1. In this decision, the Executive Council considered that the rules and procedures it had adopted at its twenty-third session in May 1984 (decision 17(XXIII)), supplemented by those adopted at its thirty-fourth session in November 1988 (decision 19(XXXIV)) and at its forty-fourth session in November 1992 (decision 19(XLIV)), should also be followed at its fifty-fifth session. As a result:

- (a) only nationals of States Members of WTO may be candidates;
- (b) candidates shall be formally proposed to the Council, through the Secretariat, by the governments of the States of which they are nationals, and these proposals should be received at the Organization's Headquarters not later than 20 March 1997. Candidates shall submit, together with biographical and career information, details of the approach they would take to the duties of Secretary-General;
- (c) voting shall be conducted by secret ballot in accordance with the "Guiding Principles for the Conduct of Elections by Secret Ballot" attached to the Rules of Procedure of the General Assembly;
- (d) the vote shall be decided, in accordance with Article 30 of the Statutes and rule 28 of the Council's Rules of Procedure, by simple majority, defined as fifty per cent plus one of the valid ballots cast;
- (e) the selection of one nominee by the Council shall be conducted, in accordance with rule 29 of the Council's Rules of Procedure, during a private meeting, part of which shall be a restrictive meeting, as follows:
 - (i) the discussion of candidates shall be conducted during a restrictive private meeting at which only voting delegations and interpreters shall be present; there shall be no written record and no tape recording of the discussions;
 - (ii) during the balloting Secretariat staff necessary to assist with the voting shall be admitted;

- (f) the Executive Council decides not to recommend a candidate proposed by the Government of a member State in unjustified arrears (paragraph 12 of the Financing Rules attached to the Statutes);
 - (g) the Council shall elect only one nominee to recommend to the Assembly.
- Decision 19(LXIII-LXIV) taken at Madrid, Spain, November 2000
2. By virtue of this decision, the Council also agreed to follow the rules and procedures already established for recommending a candidate for the post of Secretary-General to the General Assembly.
- Decision 20(LXXIV) taken at Salvador de Bahia, Brazil, December 2004
3. At this session, the Council adopted this decision whereby it confirmed the rules and procedures already in force.
- Decision 16(LXXXIV) taken at Madrid, Spain, October 2008
4. At its last session, the Council adopted this decision whereby it confirmed again the rules and procedures already in force and set 27 February 2009 as the deadline for the submission of candidatures. The text of decision CE/DEC/16(LXXXIV) is reproduced at the end of this annex.

B. Right to vote

5. According to Article 14 of the Statutes and rule 1 of the Rules of Procedure of the Executive Council, only Full Members of WTO elected by the General Assembly to sit on the Council have the right to participate in the vote for the nomination of the Secretary-General and, in accordance with resolution 365(XII), Spain which has a permanent seat on the Council.
6. The countries subject to Article 34 of the Statutes and/or paragraph 13 of the Financing Rules are normally deprived of the right to vote in the Council. It would be advisable, however, to be guided in this case by the practice followed in other international organizations, the United Nations is particular, whereby a Member that is deprived of its right to vote because it is in arrears with its contributions is barred from voting only if another Member entitled to vote raises a formal objection.
7. This problem arose at the nomination of the Secretary-General for the period 1998-2001, when a Member country, Ghana, was subject to the provisions of Article 34 of the Statutes. As no Member of the Council objected to Ghana taking part in the vote, it was eligible to do so.

C. Representation of one State by another

8. Contrary to what sometimes occurs in other international organizations, the rules in force within WTO do not provide for a Full Member to arrange to be represented by another on the occasion of a particular vote.

9. On the other hand, it is accepted that a State may arrange to be represented by another Full Member throughout the session of an organ (the General Assembly or the Executive Council). This is consistent with the general principles of law, both domestic and international, concerning representation and with the rules enshrined in the Vienna Convention of 1961 on diplomatic relations and the Vienna Convention of 1975 on the representation of States in their relations with international organizations (article 6). On this assumption, a single delegation could represent two States throughout a session and vote on behalf of both.

10. During the nomination in 1997 of the candidate for the period 1998-2001, two countries, namely Cameroon and Guatemala, which were absent from the session, were represented in the abovementioned manner, by France and Chile, respectively.

D. Meetings of the Executive Council for the nomination of the Secretary-General

11. Decision 11(LIV) of the Executive Council provides for two types of meeting to nominate the Secretary-General, both private:

- (i) a restrictive private meeting;
- (ii) a normal private meeting.

12. It should be noted that in order to hold meetings, and hence in order to be able to decide on the "nomination of the Secretary-General", the Executive Council must have the necessary quorum. According to rule 15 of the Rules of Procedure of the Council, a "majority of the Members of the Council" constitutes a quorum. The Chairman of the Council must confirm at the beginning of the meeting that there is the necessary quorum, i.e., that at least sixteen Members of the Council are present in the room.

(a) Restrictive private meeting

13. During the restrictive private meeting, which will precede the normal private meeting, the Executive Council shall conduct a "discussion of candidates". "Only voting delegations and interpreters" shall be present at this meeting.

(b) Normal private meeting

14. During the normal private meeting, the Executive Council votes on the various candidates. This meeting may be attended by Full, Associate and Affiliate Members (though of course without participating in the vote), which, according to the provisions of rule 1 of the Rules of Procedure of the Executive Council, have the right to participate in the work of the Council. Thus, the normal private meeting, during which the vote will be held, may be attended by:

- (i) the Members of the Executive Council, including the host State of the Organization, Permanent Member, whose delegations must be composed in accordance with rule 31 of the Rules of Procedure of the Executive Council: "*The delegation of each Full Member of the Council shall consist of one delegate, who may be accompanied by one or more advisers entitled to act as alternates*";
- (ii) one delegate of an Associate Member;
- (iii) one representative of the Affiliate Members;
- (iv) Full Members that are not Members of the Executive Council, in an observer capacity;
- (v) Members responsible for the chairmanship of the Regional Commissions specifically invited to participate in the Council in accordance with rule 6(7) of the Rules of Procedure of the Executive Council;
- (vi) Secretariat officials designated by the Secretary-General and necessary for the conduct of the vote;
- (vii) the interpreters.

E. Other questions that may arise and that are covered indirectly by the regulatory texts, or have been resolved in practice

- (i) Presence of the candidates at the private meeting (restrictive and normal) of the Council during nomination of the Secretary-General: it is the generally accepted practice in international organizations that candidates should not be present. Nevertheless, if the Council so decides, candidates may be heard by the Council when discussion of the agenda item in question begins. This practice was observed in both 1997 and 2001, with the candidates being called to address the Council, under the same conditions and in alphabetical order.
- (ii) Discussion during the vote itself: no discussion or intervention may take place during the vote itself, which may not be interrupted under any circumstances, except in the case of force majeure or purely technical problems.

- (iii) Majority required: After counting the votes, the tellers are responsible for determining the number of votes necessary to constitute the majority required, as defined above.
- (iv) Number of ballots: the Council must hold as many ballots as necessary to reach the required majority. According to the usual practice at WTO, based on rule 5(2) of the Rules of Procedure of the Executive Council concerning the election of the Council's Officers, *"if no candidate receives the majority in the first ballot, a second and, if necessary, subsequent ballots shall be held to decide between the two candidates who received the largest number of votes in the first ballot"*. In other words, in the second and subsequent ballots, only the two candidates who received the greatest and second greatest number of votes in the first ballot will be considered. In the event of several candidates receiving the same number of votes in second place (if the leading candidate has not secured the required majority), the second ballot shall be held between the leading candidate and all those coming in second place.
- (v) Suspension or adjournment of the meeting in the event of two or more ballots: according to rule 23 of the Rules of Procedure of the Executive Council, suspension or adjournment of the meeting may be proposed by a delegate and decided upon by the Council by a simple majority of Members present and voting. A motion to suspend or adjourn the meeting cannot be debated and must be immediately put to the vote. It should be noted that the practice at UNWTO has always been for the Executive Council to proceed immediately with as many ballots as necessary, without suspending or adjourning the meeting.

F. Guiding Principles for the Conduct of Elections by Secret Ballot

15 These Guiding Principles are attached to the Rules of Procedure of the General Assembly and rendered applicable by decision 11(LIV) to Executive Council votes for the nomination of the Secretary-General. They are reproduced below.

**DECISION TAKEN BY THE EXECUTIVE COUNCIL
AT ITS EIGHTY-FOURTH SESSION**

Madrid, Spain, 14-15 October 2008

CE/DEC/16(LXXXIV)

**Procedure and calendar for the election of the Secretary-General
of the Organization for the period 2010-2013**

Agenda Item 12
(documents CE/84/12 and CE/84/12 Add.1)

The Executive Council,

Having considered the documents submitted on this subject by the Secretary-General,

1. Confirms that it is at its eighty-fifth session that it will decide on the candidate to recommend to the eighteenth session of the General Assembly for the post of Secretary-General for the period 2010-2013;
2. Considers that the rules and procedures that it adopted at its twenty-third session, in May 1984 (decision 17(XXIII)), supplemented by those adopted at its thirty-fourth session in November 1988 (decision 19(XXXIV)), at its forty-fourth session in November 1992 (decision 19(XLIV)), at its fifty-fourth session in November 1996 (decision 11(LIV)), at its sixty-third and sixty-fourth sessions held jointly in November 2000 (decision 19(LXIII-LXIV)), and at its eighty-fourth session will be fully observed at its next session;
3. Decides that, for the interpretation of the statutory rules governing the election of the Secretary-General and of the decisions mentioned in paragraph 2 above, reference shall be made to document CE/84/12;
4. Invites the Member States that wish to do so to submit, with their support, candidatures to the post of Secretary-General for the period 2010-2013, ensuring that such proposals are received by the Secretariat by 27 February 2009 at the latest;
5. Requests the same governments to submit, together with the curriculum vitae of each candidate, statements of policy and management intent expressing the candidates' views on the manner in which they would perform their functions.

GUIDING PRINCIPLES FOR THE CONDUCT OF ELECTIONS
BY SECRET BALLOT

1. Before voting begins, the President shall hand to the two tellers appointed by him the list of Members entitled to vote and the list of candidates. For the election of Members of the Council, the list of candidates shall include only those nominations submitted in accordance with rules 54 and 55 of the Rules of Procedure of the Assembly.
2. The Secretariat shall distribute a ballot paper to each delegation entitled to vote. Every ballot paper shall be of the same size and colour without distinguishing marks.
3. The tellers shall satisfy themselves that the ballot-box is empty and, having locked it, shall hand the keys to the President.
4. The Members entitled to vote shall be called in turn in the required alphabetical order of their names¹, beginning with the name of a Member which shall have drawn by lot.
5. The Secretary of the meeting and the tellers shall record each Member's vote when its representative has deposited its ballot paper in the ballot-box, by marking the margin of the list of Members entitled to vote opposite to the name of the Member in question.
6. At the conclusion of the calling of Members, the President shall ensure that all the Members present and entitled to vote have been called. He shall then declare the voting closed and announce that the votes are to be counted.
7. When the ballot-box has been opened, the tellers shall count the number of ballot papers. If the number is not equal to that of the voters recorded, the President shall declare the vote invalid and another ballot shall be held.
8. Where the counting of votes takes place outside the Assembly Hall, the ballot papers shall be returned by the tellers to the ballot-box, which shall be taken by them to the room where the votes are to be counted.

¹Under rule 40 of the Rules of Procedure of the Assembly.

9. One of the tellers shall then read aloud the names which are on the ballot papers. The number of votes obtained by each of the candidates mentioned shall be written opposite their names by the other teller on a document drawn up for this purpose.
10. A ballot paper on which no names are written or which bears the word "abstention" shall be considered as signifying an abstention.
11. The following shall be considered null and void:
 - (a) ballot papers on which there are more names than there are places to be filled or on which the name of any candidate appears more than once;
 - (b) ballot papers in which the voters have revealed their identity, in particular by apposing their signature or mentioning the name of the Member they represent;
 - (c) votes for candidates who have not been nominated in accordance with the Rules of Procedure.
12. When the counting of the votes is completed, the tellers shall indicate the results in a document drawn up for this purpose, which they shall sign and hand to the President. The latter, in plenary meeting, shall announce the results in the following order: number of Members entitled to vote; number absent; number of abstentions; number of ballot papers null and void; number of Members present and voting; number required for a majority; names of candidates and the number of votes secured by each of them, in descending order of the number of votes.
13. For the purpose of these provisions, the following definitions shall apply:
 - (a) "Absent": Members entitled to vote but whose representatives are not present at the meeting at which the secret ballot takes place;
 - (b) "Number of Members present and voting": the difference between the number of Members with the right to vote and the total number of absentees, abstentions and invalid ballot papers.
14. The President shall declare elected candidates who have obtained the required majority.
15. The list signed by the tellers and on which the results of the vote have been recorded shall constitute the official record of the count of the ballot and shall be retained in the Organization's files. The ballot papers shall be destroyed immediately after the declaration of the results of the ballot.