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### Report of the Secretary-General

#### Part I: Current situation and activities

#### (c) Priorities and Management vision for 2014-2015

##### I. Priorities and vision for 2014-2015

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1. As defined in the *UNWTO White Paper*, there is a recognized need to address both short-term market challenges and long-term sustainable development principles; this need should become an integral part of global and national tourism policies and strategies, and thus of UNWTO's work.

##### A. Short-term challenges

2. **In this framework, the short-term challenges of travel facilitation, taxation and connectivity** have been identified as **key policy issues** to be addressed by the Organization. In this regard, the following work has been carried out by the Secretariat.

##### 1. Travel facilitation

3. Recognizing that travel facilitation can reap immediate economic benefits with increased tourism demand, UNWTO has continued to advance the visa facilitation agenda, namely among the T.20 Ministers, the APEC and ASEAN Leaders and the Silk Road Tourism Ministers.

4. The T.20 Ministers, gathered in London in November 2013 to debate the progress on visa facilitation policies among the G20 economies, following the 2012 Los Cabos Declaration wherein G20 Leaders recognized the "role of travel and tourism as a vehicle for job creation, economic growth and development" and committed to work on "travel facilitation initiatives in support of job creation, quality work, poverty reduction and global growth", agreed to continue placing visa facilitation as a priority in the aim of stimulating economic growth and generate more jobs through tourism.

5. Meanwhile, following the presentation of the joint UNWTO/WTTC report on *The Impact of Visa Facilitation in APEC Economies* at the APEC High Level Policy Dialogue on Travel Facilitation held in Bali, Indonesia, the APEC leaders endorsed travel facilitation in their final Declaration "as a way to promote tourism and facilitate business, by making travel more accessible, convenient and more



efficient while also safe and secure". Leaders called for increased partnerships to ease visa procedures and to leverage new technology as appropriate to the visa regime of each economy.

6. To support UNWTO's advocacy in this area, the following reports on travel facilitation were published:

- (a) Tourism Visa Openness Report: Visa facilitation as means to stimulate tourism growth, UNWTO (August 2013)
- (b) The Impact of Visa Facilitation in the APEC Economies, UNWTO/WTTC (October 2013)
- (c) Tourism Visa Openness Report – T.20 edition, UNWTO (November 2013)
- (d) The Impact of Visa Facilitation in ASEAN Member States, UNWTO/WTTC (January 2014)
- (e) Tourism Visa Openness Report for the Silk Road Countries (March 2014)

## **2. Taxation**

7. The Secretariat continues to advocate for intelligent taxation, raising awareness of the need to evaluate the economic impact of the raising or introduction of new taxes on travel and tourism. In this regard, a pilot project on an econometric model to assess the impact of changes in fiscal policies in tourism was completed in cooperation with WTTC.

## **3. Connectivity**

8. Considering that 51% of all international tourists arrive to their destinations by air, the Secretariat has also continued to work on the promotion of connectivity, particularly in terms of air transport, with the aim of raising awareness of the importance of a closer relationship between tourism and aviation policies as to ensure mutual benefits.

9. The issue was the theme of the General Debate at the 20<sup>th</sup> Session of the UNWTO General Assembly and other Ministerial Meetings during 2013: the 2013 UNWTO/ATM Ministerial Forum, *Tourism and Aviation: Building a Common Agenda for Growth*, held in Dubai (UAE), the 2013 UNWTO/WTM Ministers' Summit at the World Travel Market in London (UK) and two Ministerial Roundtables held in the Americas in 2014 (Dominican Republic and Jamaica).

10. UNWTO will continue to place this issue as a priority in its work programme through several initiatives, including a Meeting of the Ministers of Tourism and Air Transport of Africa, to be held in cooperation with the International Civil Aviation Organization (ICAO) in the scope of the strengthened collaboration framework set with ICAO in 2013. Furthermore, a PhD collaborator has been allocated within the Secretariat to build further knowledge in this important area.

## **B. Medium and long-term issues**

11. The Secretariat continued to focus on advancing the overarching priority of UNWTO's work – sustainability in all its three pillars – through various initiatives. UNWTO continued to promote the establishment of sustainable tourism observatories under its auspices in various Member States, namely in Greece and China, the inclusion of tourism in the post-Rio+20 global agenda, namely in the 10-Year Framework of Programmes on Sustainable Consumption and Production (10YFP), the sustainable development of tourism in islands, and tourism and biodiversity, among others.

12. Furthermore, the following issues have been identified:

### 1. **Tourism Ethics and Corporate Social Responsibility**

13. The Secretariat has advanced in the promotion of the implementation of the Global Code of Ethics for Tourism during the period under review. With the objective of widening the implementation of the Code by the private sector, the campaign of the **Private Sector Commitment to the Global Code of Ethics has been reinforced**. As of 15 March 2014, a total of 242 private signatories from 34 countries (plus four regional associations and one global association) have committed to promote and implement the Code as well to report its actions in that regard to the World Committee on Tourism Ethics. The promotion and implementation of the Code, in close cooperation with the World Committee on Tourism Ethics, will be one of the priority axes within the UNWTO Programme of Work.

### 2. **Tourism and Culture**

14. The links between tourism and culture and the coordination work within the Secretariat to advance this important agenda will be further strengthened in close cooperation with UNESCO. In this regard, a series of activities and events will be developed during 2014 which will culminate on a 1<sup>st</sup> UNWTO/UNESCO International Conference on Tourism and Culture to be held in Cambodia in 2015.

### 3. **Destination Management and Quality**

15. In addition to the above three key policy issues and in line with UNWTO's normative role, the scope of the former Programme of Destination Management has been modified with the aim of enhancing quality at tourism destinations. With the support of the Tourism and Competitiveness Committee, it will, on one hand, provide general and specific guidance in destination competitiveness and quality and, on the other hand, disseminate useful practices.

### 4. **Affiliate Members**

16. Building solid alliances with non-government organizations and especially with the private sector is of strategic importance in creating the conditions for competitive and sustainable tourism worldwide. The UNWTO Affiliate Members Programme offers many opportunities in this regard, such as:

- (a) Establishing new and effective models for public-private partnerships
- (b) Building innovative initiatives through pilot projects and prototypes which promote knowledge exchange
- (c) Setting a network of research, innovation and education institutions as a unique space for knowledge generators to share and disseminate their work

17. To maximize this potential, it is important to further enhance the integration of the Affiliate Members in the Organization's Programme of Work. In order to achieve this goal, several actions are being put in place, including the creation of the Member Relations Committee that includes the Regional Programmes and the Affiliate Members Programme (see details Part III).

## II. Management organizational structure

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18. To achieve a more effective implementation of the UNWTO Programme of Work and attain the strategic vision and objectives set above, the Secretary-General has revised the structure of the Secretariat (see below and the organizational chart in Annex).

19. Programme Directors, Programme Chiefs and Programme Coordinators, as of 1 January 2014, perform their duties under the overall supervision of the following Authorizing Officers:

### A. The Secretary-General (Taleb RIFAI)

20. As Executive Head of the Organization, the Secretary-General oversees the work of all Authorizing Officers and chairs the Senior Management Team (see Part III of this report). In addition, the following programme areas report directly to the Secretary-General:

- (a) Office of the Secretary-General
- (b) Regional Programmes
- (c) Communications and Publications (including e-Communications and Archives)
- (d) Special Advisers to the Secretary-General
- (e) Internal oversight functions

21. The Secretary-General also directly supervises the work of the following in-house Senior Advisers:

- Adviser on Sustainability
- Adviser on Tourism and Peace
- Adviser on Tourism and Culture

### B. The Executive Director for Operational Programmes and Institutional Relations (Márcio FAVILLA)

22. Mr. Favilla deputizes for the Secretary-General in chairing the Senior Management Team and whenever necessary. In addition, he supervises the following programme areas:

- (a) Sustainable Development of Tourism (including the Consulting Unit on Biodiversity)
- (b) Statistics and Tourism Satellite Account
- (c) Tourism Market Trends
- (d) Destination Management and Quality
- (e) Ethics and Social Responsibility (including the coordination of the work of the World Committee on Tourism Ethics (WCTE) and the relations with the Centre for the Promotion of the Global Code of Ethics for Tourism in Rome, Italy)
- (f) Institutional Relations and Resource Mobilization (including the UNWTO Liaison Office in New York)

(g) Themis (including the relations with the UNWTO.Themis Foundation, in Andorra)

23. Mr. Favilla also chairs the newly established 'Research Committee' (see Part III of this report).

### **C. The Executive Director for Programme and Coordination (Zoltán SOMOGYI)**

24. Mr. Somogyi is in charge of the overall coordination of all in-house Programmes as well as of monitoring the implementation of each Programme in view of its respective allotments. In addition, he supervises the following programme areas:

- (a) Programme and Coordination (including the specific task of the Consumer Protection Convention)
- (b) Conference Services
- (c) Fairs and Special Field Projects (including the relations with the Silk Road Office in Samarkand, Uzbekistan)

### **D. The Executive Director for Technical Cooperation and Services (ZHU Shanzhong)**

25. Mr. Zhu is in charge of the overall technical services to Members and their timely delivery. In addition, he:

- (a) Supervises the work of the Technical Cooperation Programme
- (b) Ensures coordination between a) Technical Cooperation, b) Regional Programmes and c) Resource Mobilization to guarantee the proper delivery of technical services to Member States
- (c) Manages the Extra-Budgetary Funds for Technical Cooperation and ST-EP projects.

### **E. The Director of Administration and Finance (José GARCÍA-BLANCH)**

26. Mr. García-Blanch supervises the following programme areas:

- (a) Budget and Finance
- (b) Human Resources
- (c) Information and Communication Technologies
- (d) Legal and Contracts
- (e) Travel
- (f) General Services

### **F. The Director – Executive Secretary of Member Relations (Carlos VOGELER)**

27. In addition to his responsibility as Regional Director for the Americas, Mr. Vogeler assists the Secretary-General by coordinating the work of the Regional Programmes and the Affiliate Members Programme in order to maintain and ensure the full engagement of Governmental and Non-Governmental Members. As such, Mr. Vogeler:

- (a) Assumes the role of Executive Secretary of the newly established 'Member Relations Committee' (see Part III of this report)
- (b) Directly supervises the Affiliate Members Programme (including the Knowledge Network).

**G. The Director – Executive Secretary of the General Assembly and the Executive Council (XU Jing)**

28. In addition to his responsibility as Regional Director for Asia and the Pacific, Mr. Xu:

- (a) Assumes the role of Secretary of the General Assembly and of the Executive Council, in full coordination with the Executive Director for Programme and Coordination, in charge of Conference Services
- (b) Directly supervises the work of the UNWTO Regional Support Office for Asia-Pacific in Nara, Japan.

**III. Internal committees**

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29. The Secretary-General has created additional mechanisms to articulate the work of the Secretariat and respond to two challenges of very different nature, though with strong interconnections:

- (a) How to improve, in an efficient and integrated manner, services to, and relations with, Full, Associate and Affiliate Members; and
- (b) How to address UNWTO's normative role, following a consensual research strategy, produce guidelines and criteria, and ensure the highest quality of UNWTO's products and services.

30. Taking into account the above challenges, the Senior Management Team (SMT) is being extended and two internal committees were created as follows:

- (a) Member Relations Committee
- (b) Research and Publications Committee

31. In addition, a new Host Country Relations Committee has been established.

**A. Senior Management Team**

32. For this new mandate, the Senior Management Team (SMT) composition is as follows:

- Secretary-General (Chair)
- Chief of Cabinet
- Executive Director for Operational Programmes and Institutional Relations (deputizes for the Secretary-General in chairing the SMT)
- Executive Director for Programme and Coordination
- Executive Director for Technical Cooperation and Services
- Director of Administration and Finance

- Director – Executive Secretary of Member Relations
- Director – Executive Secretary of the General Assembly and the Executive Council
- Adviser on Sustainability
- Adviser on Tourism and Peace
- Adviser on Tourism and Culture
- Chief of Communications
- Coordinator, Programme and Coordination

## **B. Member Relations Committee**

### **1. Function**

33. The Member Relations Committee (MRC) acts as the main instrument of the UNWTO Secretariat for:

- (a) Ensuring efficient and coordinated relations with all our Members
- (b) Synchronizing the work of the Affiliate Members Programme with the work of the Regional Programmes
- (c) Speaking with one voice to all Members, in line with the recommendations of the Communications Programme

### **2. Composition**

34. The MRC is chaired by the Secretary-General and coordinated by the Director – Executive Secretary of Member Relations (Carlos VOGELER). In absence of the Secretary-General, Mr. Vogeler will chair the Committee. In addition, the MRC includes the following core members:

- Directors and Deputy Directors of the Regional Programmes
- Director of the Affiliate Members Programme
- Chief of Communications and Publications Programme
- Chief of cabinet
- Coordinator of the Special Field Programme
- Coordinator, Programme and Coordination

## **C. Research and Publications Committee**

### **1. Function**

35. The Research and Publications Committee (RPC) acts as the main instrument of the UNWTO Secretariat for:

- (a) Designing research activities, in line with the main objectives of UNWTO's Programme of Work

- (b) Identifying research items that can potentially contribute to the agenda-setting and the normative function of the Organization
- (c) Providing inputs to the Secretaries of the Technical Committees, subsidiary organs of the Executive Council, on their respective agendas

## **2. Composition**

36. The Executive Director for Operational Programmes and Institutional Relations (Márcio FAVILLA) chairs the RPC. The RPC includes the following core members:

- Executive Director, Programme and Coordination
- Director – Executive Secretary of Member Relations
- Directors and Coordinators of the following operational programmes:
  - (a) Destination Management and Quality
  - (b) Statistics and Tourism Satellite Account
  - (c) Sustainable Development of Tourism
  - (d) Tourism Market Trends
  - (e) Ethics and Social Responsibility
- Chief of Communications and Publications Programme
- Coordinator, Programme and Coordination

## **D. Host Country Relations Committee**

### **1. Function**

37. The Host Country Relations Committee (HCRC) acts as the main instrument of the UNWTO Secretariat for ensuring proper relations and coordination with our host country, Spain.

### **2. Composition**

38. The Secretary-General chairs the HCRC. The Executive Director for Operational Programmes and Institutional Relations acts as its Secretary and chairs it in absence of the Secretary-General. In addition, the HCRC includes the following core members:

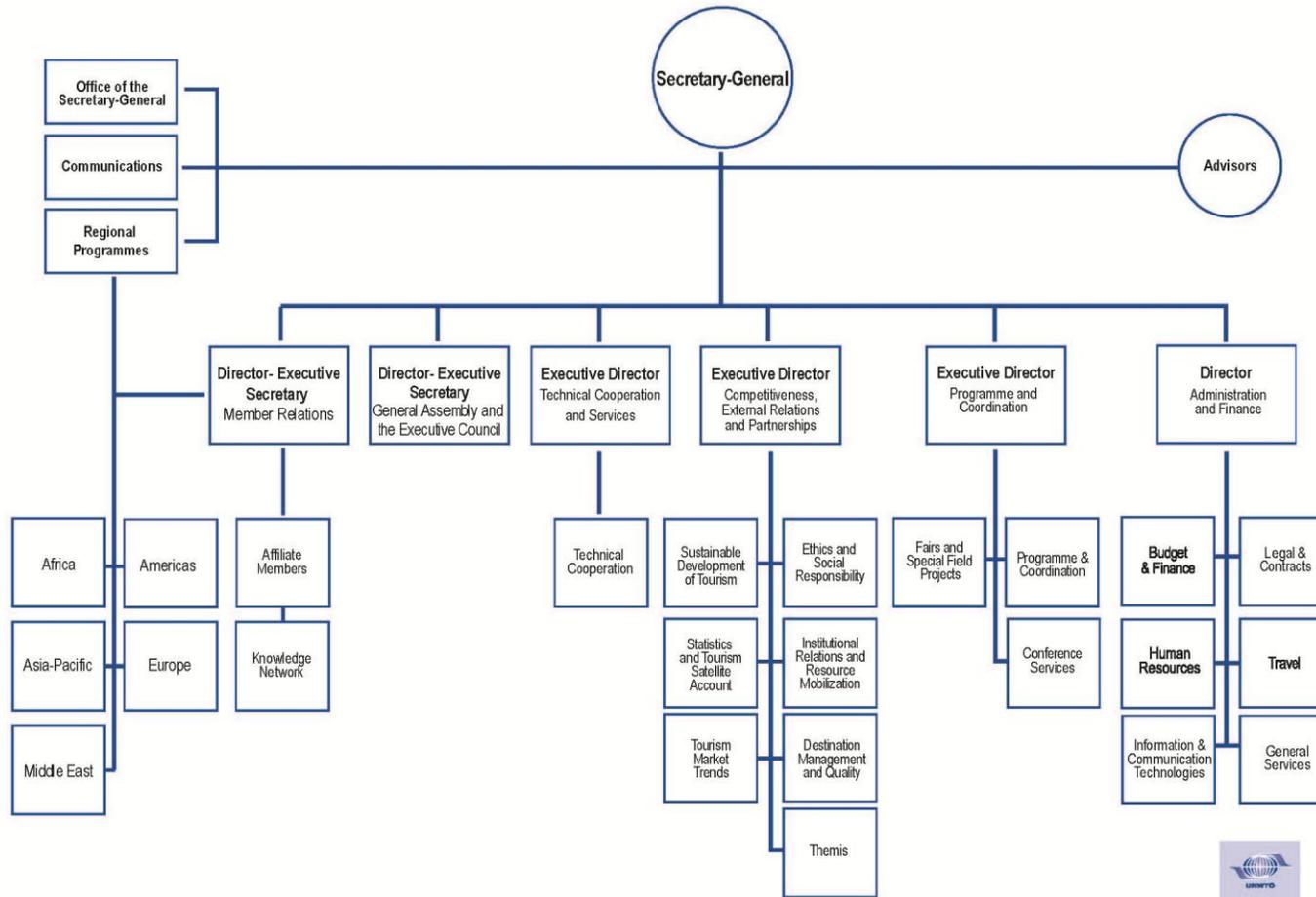
- Director of Administration and Finance
- Director – Executive Secretary of Member Relations
- Chief of Cabinet
- Special Advisor to the Secretary-General

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

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39. The Executive Council is requested:
- (a) To support the priorities presented by the Secretary-General; and
  - (b) To take note of the new management organizational structure, including the internal committees.

**Annex. UNWTO Secretariat Organizational Chart**



UNWTO Secretariat Organizational Chart | March 2014

