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Report of the Secretary-General

Introduction

1. This report summarizes the main issues related to the recent developments in the tourism sector as well as to UNWTO activities since the last report to the 89th session of the Executive Council in Iran (October 2010). This report was prepared in May 2011; however it includes reference to activities planned for later during 2011 in order to provide the 90th session of the Council the most comprehensive information possible. Updated information will be provided directly to the 90th session of the Executive Council on the items considered pertinent.
2. The present report briefly addresses the following subjects:
 - A. International Tourism in 2010 and First Results and Prospects for 2011
 - B. Mainstreaming Tourism in the Global Agenda – ‘The Global Leaders for Tourism Campaign’
 - C. Implementation of the Programme of Work 2010/2011 and Draft Programme of Work 2012/2013
 - D. Administrative, Financial and Statutory Matters
 - E. Update on the Ongoing Work of Restructuring of the UNWTO Secretariat

Some of the above-mentioned subjects have constituted the object of dedicated reports for the 90th session of the Executive Council.

A. International Tourism in 2010 and First Results and Prospects for 2011

3. **Overview on 2010:** International tourism rebounded strongly in 2010, with international tourist arrivals up 7% over 2009 to 940 million. The increase more than offset the 4% decline of 2009 caused by the economic downturn, with 2010 registering an additional 23 million arrivals over the former peak year 2008. Reflecting broad economic conditions, recovery came at different speeds and was primarily driven by emerging economies, where arrivals grew faster (+8%) than in advanced ones (+5%). This multi-speed growth is expected to continue over the foreseeable future.
4. **All world regions posted positive growth** in international tourist arrivals in 2010. Africa (+7%), the only region to show positive figures in 2009, maintained growth during 2010. Asia and the Pacific (+13%), the first region to recover from the 2009 setback, grew strongly with international tourist arrivals reaching a new historic record (204 million). The Middle East was also one of the strongest growing regions in 2010 (+14%), but on very depressed figures in 2009. The Americas (+7%) also rebounded from the decline in 2009 and reached a new high. In Europe (+3%), recovery was slower

than in other regions. However, the sector gained momentum from the second half of the year and several individual countries performed well above the regional average in Europe.

5. **International tourism receipts** are estimated to have reached US\$ 919 billion (693 billion euro) in 2010 up from US\$ 851 billion (610 billion euro) in 2009. In real terms, international tourism receipts grew by 5% as compared to a growth of 7% in international tourist arrivals, showing the close relationship between both indicators and confirming that in recovery years arrivals tend to grow faster than receipts.
6. **First Results of 2011:** Following a year of global recovery in 2010, growth is expected to continue in 2011 but at a slower pace. During the first two months of 2011, international tourist arrivals grew by an estimated 5%, confirming that in spite of several challenges, the recovery of international tourism which was remarkably strong last year is consolidating. Again, growth in emerging economies (+6%) surpassed that of advanced ones (+4%). Results were positive in all world (sub)regions with the exception of the Middle East and North Africa. Asia and the Pacific, the region with one of the fastest growth rates in 2010, saw its pace of growth slow down (+6%), although from a very strong performance the previous year. Results were better than expected for Europe (+6%), boosted by the recovery of Central and Eastern Europe, and the temporary redistribution of travel to destinations in Southern and Mediterranean Europe due to developments in North Africa (-9%) and the Middle East (-10%). The Americas (+5%) was in line with the world average, with strong results for South America and the Caribbean, but rather weaker growth in North and Central America.
7. **Prospects for full year 2011:** UNWTO forecasts international tourist arrivals to grow by 4% to 5% in 2011 – a rate slightly above the 4% long-term average. The recent developments in the Middle East and North Africa as well as the tragic events in Japan are not expected, for the moment, to change the global forecast. Overall, international tourism growth will continue to be driven by emerging economies. As international tourism receipts have been more affected by the crisis and recovery so far has lagged somewhat behind, 2011 should also see a further improvement in terms of receipts.
8. Overall, and in spite of the global positive prospects, some **downside risks remain**, namely:
 - persistent high unemployment: the gradual recovery in employment expected for 2011 is still too weak to compensate for the jobs lost during the economic crisis;
 - interest rates and inflation are likely to pick up, especially if oil, food and commodity prices maintain the current upward trend;
 - budget cuts and austerity measures in advanced economies, particularly in Europe, risk sapping the economic recovery, with a direct impact on the speed of the tourism rebound; and
 - the recent trend of introducing new and/or increasing existing taxation on travel as a means of balancing public accounts represents a further challenge. While the call for fiscal consolidation is understandable, an unfair level of taxes carries the risk of seriously affecting tourism's proven capacity to stimulate job creation and economic growth, with negative impacts on outbound countries' economies and on the development possibilities of emerging economies.
9. Considering that the current document was prepared in May 2011, an update of the above information will be provided to the Council during its 90th session.

B. Mainstreaming Tourism in the Global Agenda – ‘The Global Leaders for Tourism’ Campaign

10. Despite its growing relevance and proven contribution to GDP, jobs and exports, tourism still lacks due political and economic recognition. During the period in review, the Secretariat has continued to call for tourism to be considered higher in the global and national agendas. In this regard, together

with increased communication activities, the Secretary-General has met with 18 Heads of State and Government since May 2010 to continue highlighting the value of tourism to economic growth and development.

11. Within the objective of positioning tourism as a priority in the global agenda, a new initiative has been launched at the beginning of 2011 – the ‘**Global Leaders for Tourism**’ campaign (“Golden Book”). The campaign is a joint initiative by UNWTO and WTTC, as both organizations decided to join efforts in their common goal of promoting the socio-economic importance of tourism. UNWTO and WTTC are presenting an Open Letter to Heads of State and Government worldwide, seeking their acknowledgement of the relevance of travel and tourism in facing today’s global challenges. President Felipe Calderón of Mexico was the first to join the campaign on 28 February 2011, followed by President Zuma from South Africa (4 May 2011), President Nazarbayev of Kazakhstan (4 May 2011) and President Schmitt of Hungary (13 May 2011). Many other Members have expressed their keen interest in joining the campaign. (Further information on the Campaign is available in Annex I¹).
12. Also in this framework, the 3rd Meeting of the **T.20 members-driven initiative**, which gathers the tourism ministers of major world economies with the full support on UNWTO, will be held in France 24-25 October 2011. Previous meetings, held in February 2010 in South Africa and in October 2010 in the Republic of Korea, have confirmed the relevance of this initiative in linking the agendas of the T.20 and the G20 in areas such as economic growth, employment, the green economy, trade, investment, and development.

C. Implementation of the Programme of Work 2010/2011 and Draft Programme of Work 2012/2013

C.1 Implementation of the Programme of Work 2010/2011

13. An important number of activities have been implemented since the 89th session of the Executive Council in October 2010 along the two strategic objectives defined in the Programme of Work (POW) 2010/2011: **(a) competitiveness** and **(b) sustainability**.
14. Detailed information is provided in documents CE/90/4(a) and CE/90/4(b). Among the activities carried out, some are worth highlighting:
 - a. **Events:** Major events were held namely:
 - the Seventh UNWTO International Tourism Forum for Parliamentarians and Local Authorities in Puerto Vallarta, Mexico (November 2010);
 - the UNWTO Ministers Summit at the World Travel Market in London, UK (November 2010);
 - the UNWTO/Mexican Government Side Event on Tourism’s Response to Climate Change: What next in the context of the Conference of the Parties (COP 16) of the UN Framework Convention on Climate Change in Cancun, Mexico (December 2010);
 - the INVESTOUR Forum for Africa in Madrid, Spain (January 2011);
 - the First Global Tourism Forum Andorra 2011 in Andorra la Vella, Andorra (March 2011);
 - the Silk Road Ministers Summit at ITB in Berlin, Germany (March 2011);
 - the Tourism Special Event on “Promoting Tourism for Sustainable Development and Poverty Reduction in the framework of the 4th United Nations Conference on the Least Developed Countries (LDC-IV) in Istanbul, Turkey (May 2011);
 - the UNWTO Forum on Tourism and Science: Bridging theory and practice in the Algarve Portugal (June 2011);

¹ See also http://85.62.13.114/media/news/en/press_det.php?id=7531

Other UNWTO technical and regional seminars and workshops took place, the detail of which is presented in the corresponding report.

- b. **Publications:** All areas of activity are covered by the recently produced publications and those under preparation. During the period under review it is worth highlighting among the published reports the following:

- the Report on *Religious Tourism in Asia and the Pacific* (2010);
- the Study on *Budgets of National Tourism Organizations, 2008-2009*, a benchmarking reference tool on inbound tourism marketing (2010);
- the Reports on the *Chinese and the Spanish Outbound Markets to Africa* (2011);
- the Report on the *Green Economy and Tourism Report* within the *Green Economy Initiative*, done in collaboration with UNEP (2011);
- the First UNWTO/UN Women *Global Report on Women in Tourism* (2011); and
- the Report on *Policy and Practice for Global Tourism*, a guide to the major themes in world tourism today published by the UNWTO Affiliate Members Programme.

In regard to publications under preparation, the UNWTO long-term forecast project *Tourism Towards 2030* is under preparation for presentation at the 19th session of the General Assembly (October 2011). Detailed information on this landmark project is included in document CE/90/8.

- c. **Technical Cooperation and Development Assistance:** In 2010, a total of 49 ST-EP projects were under implementation in all regions. In 2011, new projects are expected to be launched in Ethiopia, Kenya, Mozambique, and Tanzania, and resource mobilization activities will continue to further expand the project portfolio. Furthermore, several other major projects are under implementation including:

- eleven technical cooperation projects in several fields in over 30 Member States;
- eleven Spanish MDG Achievement Fund (MDG-F) projects in Ecuador, Egypt, Honduras, Nicaragua, Panama, Peru, Senegal, Serbia and Turkey; and
- an Energy Technologies for the Hotel Sector project in Europe (Hotel Energy Solutions).

Furthermore, several technical missions were carried out during the period under review.

- d. **Education and Capacity Building:** Given the priority ascribed to training and capacity building within the POW 2010/2011, and after the UNWTO Themis Foundation has been assigned the main responsibility in this area, several training courses were held in the various regions covering key areas such as:

- statistics and Tourism Satellite Account (TSA),
- marketing and promotion,
- media and communications,
- destination management,
- risk and crisis management, and
- sustainable development.

Furthermore, the Secretariat is building up a **Legal and Institutional Intelligence Gathering System on Tourism (LIIGST)** which will offer Members as from the second half of 2011, in addition to the four existing consolidated information services (the Tourism Legislation Database (LEXTOUR), the International Instruments on Facilitation of Tourist Travel Database the UNWTO/IFTTA Interactive Discussion Forum, and the Multilingual Tourism Terminology

Database (TOURISTERM)), two new information products – the Legal and Institutional Framework for Tourism Database (LIFT) and the online quarterly Tourism Law Newsletter. Lastly, the UNWTO Knowledge Network, presented to the 89th session of the Executive Council, is currently consolidating its membership and plan of activities (further details in point 15. d).

C.2 Special Initiatives and Projects:

15. Seven special initiatives and projects have been created or further developed during the period under review:

a. **Steering Committee on Tourism for Development, the Fourth United Nations Conference on the Least Developed Countries (LDC-IV) and the preparation for Rio+20 (the UN Conference on Sustainable Development):** On the initiative of UNWTO, nine UN agencies and programmes² have established a Steering Committee on Tourism for Development (SCTD). It is envisaged that the Committee, open to other UN entities will ensure an integrated approach and bring coherence to the coordinated efforts of the UN system in the area of tourism for development, thereby building on the strengths and experiences of each participating organization. The organizations have come together to better reflect the growing importance of tourism for economic and social development in Least Developed Countries and build on the UN commitment to ‘Delivering as One’ and ensure a more effective and coordinated technical assistance. Harnessing tourism as a key development tool vis-à-vis concrete policies and sustained actions both for least developed and developing countries will be one of the principal objectives of the Committee. The ongoing work of the Committee includes the following milestones:

- preparation of a technical Portfolio of Services - “Tourism for Development” (June 2011);
- organization of a Tourism Special Event during the Fourth United Nations Conference on the Least Developed Countries (LDC-IV) (Istanbul, Turkey, 10 May 2011);
- preparations for the Rio+ 20 Conference (Rio de Janeiro, Brazil, 4-6 June 2012).
- a study on the potential creation of a Multi-donors Trust Fund and linkage to the funding possibilities for LDCs of the Enhanced Integrated Framework (EIF) of the Aid-for-Trade mechanism.

b. **Legal instrument on tourist/consumer protection:** Following the Executive Council Decision CE/DEC/11(LXXXIX) on the subject, the Secretariat has advanced in the study on the feasibility of guidelines / an international legal instrument for tourist/consumer protection. In this regard, a preparatory meeting was organized during ITB Berlin (March 2011) and a first meeting of the working group on tourist/consumer protection was held in April 2011. The meeting of the working group had a wide and high-level participation from Member States, international organizations (IATA, ICAO, EU and ECTA) and representatives from the private sector, particularly from the accommodation industry and from tour operators/travel agencies. A consensus was reached on the need to work on a document which can provide both guidelines and bidding norms. Detailed information is provided in document CE/90/7.

c. **Use of Georeferences, Date and Time in Travel Advice and Event Information:** The 18th General Assembly Resolution A/RES/578(XVIII) on the *Declaration on the facilitation of tourist travel* entrusts the Secretary-General to “promote the principles set in the Declaration, including the use of modern information and communication technologies, in relation with travel advisories and visa

² UN Steering Committee on Tourism for Development (SCTD: International Labour Organization (ILO), International Trade Centre (ITC), UN Conference on Trade and Development (UNCTAD), UN Development Programme (UNDP), UN Educational, Scientific and Cultural Organization (UNESCO), UN Environment Programme (UNEP), UN Industrial Development Organization (UNIDO), World Tourism Organization (UNWTO) and World Trade Organization (WTO).

facilitation". In this regard, the Secretariat has been working on the definition of a set of "Recommendations on the use of Georeferences, Date and Time in Travel Advice and Event Information" with the aim of improving the relevance, efficiency, transparency of travel advices and limit unnecessary repercussions of information related to negative events, while making use of the increasing role of the internet and other forms of electronic communications in the dissemination of information. Building on the technical consultation organized at the Secretariat's Headquarters on 30 March 2011, a proposal of "Recommendations on the use of Georeferences, Date and Time in Travel Advice and Event Information" is attached to this report (Annex III). In order to present the "Recommendations" to the 19th session of the General Assembly, members are requested to provide comments on the present draft to the Secretariat by the end of August.

- d. **Knowledge Network:** The UNWTO Knowledge Network, presented to the 89th session of the Executive Council, is currently made up of more than 110 knowledge-based tourism-related institutions, organizations and universities from the public and private sectors. The Knowledge Network will participate actively in all pertinent UNWTO activities where technical expertise and knowledge management capacities add substantial value. It will also assist the UNWTO and its Member States to promote competitiveness, sustainability and global strategic development in the tourism sector. Its objectives are:
- to create a community of knowledge in tourism;
 - to establish a repository of recommendations, best practices, voluntary standards, codes and norms constituting a 'Codex Turismus'; and
 - to proactively participate in the creation, dissemination and application for knowledge related to tourism.
- e. **UNWTO Technical Product Portfolio:** Technical Cooperation is core to UNWTO's programme of work. The wide range of technical services and products that the Secretariat has offered, for the last 30 years or so, to developing and developed Member States has now been standardised and compiled in one portfolio – the UNWTO Technical Product Portfolio. Issues covered within the Portfolio vary from tourism development planning, marketing and promotion, human resource development, to specific issues such as tourism legislation, TSA, and quality standards, among others. The Portfolio will continuously be updated by the Secretariat in order to respond to new needs expressed by the Members.
- f. **Platma** (www.platma.org), the online professional network for the UNWTO Affiliate Members has been under development for the past year and was officially launched at the Spanish Tourism Fair (FITUR) in Madrid, January 2011. The network, which is now open for use by all Affiliates has been developed to help Members share knowledge, experiences and best practices.

INRouTe: In 2009, UNWTO and two of its Spanish Affiliate Members, the Cooperative Research Centre in Tourism CICtourGUNE and the statistical consulting firm Araldi signed the Memorandum of Agreement for Launching the International Network on Regional Economics, Mobility and Tourism (INRouTe) Project. INRouTe's principal aim is to provide guidance to national and sub-national entities charged with regional and local tourism destinations in order to develop policy-oriented measurement and the (principally economic) analysis of tourism activity and of the tourism sector itself. Funded by CICtourGUNE and Araldi, INRouTe has embarked on the definition of its operational framework and a series of developments were carried out since end 2010.

C.3 Draft Programme of Work 2012/2013

16. The Secretariat is presenting to the 90th Session of the Executive Council for recommendation to the 19th session of the General Assembly the draft POW 2012/2013 as presented to the

Committees on Programme (PC) and on Budget and Finance (CBF) together with of the Report of the Committee in its meeting held in Madrid (April 2011).

17. The draft POW 2012/2013 was based on:

- (a) the principle of continuity and connection to the work undertaken in 2010/2011 along the competitiveness and sustainability objectives;
- (b) the lessons learned during previous biennia;
- (c) the results of the Survey on Members' Priorities for 2012/2013; and
- (d) the overall UN development agenda and its interrelation with tourism.

18. More specifically, the draft POW 2012/2013 was designed considering the need to:

- (a) align the activities of the Organization with the strategic framework outlined in the White Paper;
- (b) reiterate one of the Organization's main aims – fostering development through tourism;
- (c) building partnership with regional and international entities and organizations;
- (d) enlarge the Technical Product Portfolio and ensure consistency in all technical services offered to the Members;
- (e) reinforce the training and capacity-building component, notably through the use of e-learning instruments;
- (f) strengthen communication with the Members;
- (g) mainstream tourism in the global agenda; and
- (h) promote regional and sub-regional collaboration and joint project initiatives.

19. Following the POW 2010/2011, the draft POW 2012/2013 is designed around the two strategic objectives of Competitiveness and Sustainability. These two objectives are obviously not independent from each other and therefore, their differentiation is only for programming management purposes and it should not be seen as a dividing line in the Secretariat's work. All Programmes will aim to adopt a comprehensive approach combining elements of sustainability and competitiveness in conducting their work, establishing the necessary linkages.

20. Through the Survey on Members' Priorities for 2012/2013, Members have generally validated the proposals made by the Secretariat for the draft POW 2010/2011, namely those related to the inclusion of new areas of work such as domestic tourism, employment and consumer protection. These areas will progressively and carefully be integrated in the work of the Organization.

21. The Secretariat has also accommodated the Members' recommendation of adopting, for the second biennium in a row, a zero nominal growth for the budget of the 2012/2013 biennium. Therefore, the total budget for 2012/2013 is the same as the one adopted for 2010/2011, and almost the same of 2008/2009: 25,200,000 Euros.

22. Furthermore, the POW 2012/2013 has been drafted considering as priority the strengthening of the Organization's managerial accountability and the pursuit for higher operational and administrative efficiency. In this regard, the Secretariat aims to advance the implementation of the results-based management and results-based budgeting (RBM and RBB) approaches and continued cost saving measures. Detailed information is provided in documents CE/90/6(a), CE/90/6(b) and annexes.

D. Administrative, financial and statutory matters

D1. Staff Issues

23. Within the context of the restructuring of the Secretariat as announced to the Executive Council at its 87th Session in Astana (October 2010) the distribution of posts and corresponding levels and competencies is currently being finalized.
24. Following a preliminary review by an internal working group in 2010, a consultant was recruited in 2011 to review the proposed post levels in line with the new structure and existing ICSC guidelines on generic post classification. The consultant's preliminary findings and recommendations are currently being reviewed for implementation. Essentially, the purpose of this entire process, which we can term as a breakthrough, is to optimize the Organization's staff and provide staff with career growth options. Objective eligibility criteria, transparent procedures and clear definition of competencies, as elaborated by the consultant, will result in an organized and fair handling of competencies and expectations in line with the demands of the Organization's mission and work programme.
25. The Secretariat, intends to routinely report to the Executive Council and the General Assembly on:
- (a) posts assigned to the programmes after revision of appropriations, and resulting reporting lines;
 - (b) published vacancies and resulting appointments, including expected retirement of staff in the Professional category and above during the current biennium;
 - (c) breakdown of staff by nationality and gender;
 - (d) term of office of elected staff; and
 - (e) staff/Management relations.
26. For the period of this report the following information on staff is provided as an addendum to document CE/90/5(a):
- (a) posts assigned to the programmes after revision of appropriations, and resulting reporting lines;
 - (b) published vacancies and resulting appointments;
 - (c) planned retirement of staff in the Professional category and above during the current biennium;
 - (d) breakdown of staff by nationality and gender; and
 - (e) term of office of elected staff.

A special report by the Staff Association is presented to this Executive Council, under item 5(g).

27. The selection process for vacancies takes into account the professional qualifications and expertise of the candidates, in line with post competencies and requirements, as well as nationality and gender factors. Vacant posts/staff reaching retirement may not be replaced, in view of cost-containment and budgetary considerations as well as the need to carry out additional internal adjustments.

D2. Security Issues

28. A dedicated officer has been assigned to coordinate security issues since March 2010 and to support employees' and members' safety both in the Headquarters premises and in out-of-premises activities.
29. Spain is at security level 1, the minimum level within the UN Department of Safety and Security (UNDSS) system. The Secretariat keeps regular contact with the host country's institutions

in order to coordinate and streamline issues which may arise for UNWTO or other UN agencies in Spain, namely those related to entry procedures into the Secretariat premises, traffic and parking in and around the building, security for meetings and official visits to the UNWTO headquarters.

30. The level of security for missions abroad has increased significantly including a mandatory clearance requirement through UNDSS. The Secretariat maintains regular contacts with the host country authorities, the UNDSS Headquarters in New York and with local UNDSS offices where UNWTO events are organized.

D3. Legal and Procurement Issues

31. A Legal and Procurement Officer was appointed in March 2010. Since then, the communication of UNWTO signs to the World Intellectual Property Organization (WIPO) for protection under the Paris Convention and the development of Guidelines for the use of UNWTO signs have been secured.
32. The typology of agreements at UNWTO has been analyzed and a policy for the conclusion of agreements has been developed including the development of harmonized template agreements. The Legal Officer has systematically reviewed agreements, contracts and other documents with legal implications assessing the compliance with UNWTO Rules, Regulations and policy while mitigating the risks for the Organization and has also provided ad hoc legal advice on different topics.
33. In the field of Procurement, UNWTO hosted the UN Procurement Network (March 2011) and is currently developing procurement guidelines for UNWTO in accordance with UN best practices and harmonized template documents for internal use. Invitations to tender for common services items are already being conducted in accordance with UN policy and practices.

D4. Financial Issues

34. Financial implementation for 2010 reflects the income made available during the year (up to 12 million euro). This figure, although somewhat lower than the budgeted amount given that the full contributions' income was not collected, reflects a rate higher than in past years owing to a number of members partially settling their arrears payments.
35. During 2010, the Secretariat continued its efforts to further rationalize and consolidate expenditure while improving the implementation level of the Program of Work. These efforts have resulted in higher levels of Program of Work delivery within the context of a 'zero growth' budget for the Organization.
36. The financial situation of the Organization is generally sound. According to the budgetary results for the current financial year at 28 February 2011, the budgetary income to date amounts to some 6.3 million euro. This income is supplemented with some 300,000 euro from arrears in contributions. Expenditure made to date (1.7 million euros) is in line with that of previous years (1.8 million in both 2009 and 2010). If commitments are included, expenditure implementation amounts to 10.3 million euros (this includes staff expenditure commitments for the entire year, the majority of commitments for Indirect Support to Members and a moderate level of commitments for activities of the programme of work).. Based on these figures, the Secretariat has re-estimated the budgetary income and expenditure for 2011, resulting in an overall under spending of some 300,000 euro with respect to the initial Plan of Expenditure. It is anticipated that if this expectation is confirmed, the Secretary-General may address the funding of additional some priorities in the second half of the year.

37. The expenditure target for the year has been therefore set considering the estimated income level and a prudent amount (approximately 10%) is being withheld in case income were not to materialize as planned. A plan of expenditure is being submitted to the Executive Council through the Committee on Budget and Finance, in accordance with detailed financial provision 3.04 which requires that "in a concern for cautious management, the plan of expenditure of each calendar year is prepared by the Secretary General, in the light of expected receipts, the situation for the year and the experience of previous budgetary periods. The plan of expenditure shall be submitted to the first session of the Executive Council of the calendar year in question." In this framework, the Secretariat is therefore setting the expenditure plan, while ready to undertake the full programme of work, as additional income become available. The Secretariat will continue to monitor closely the actual income and expenditure situation and end of year estimates, should the annual target require its modification.

E. Update on the Ongoing Work of Restructuring of the UNWTO Secretariat

38. The restructuring of the Secretariat as announced to the 87th session of the Executive Council, is now quite advanced. The conversion into a programme-based structure has been concluded and an evaluation of the programmes will be carried out every two years.

39. The new internal structure includes a proposed distribution of post levels within the different Programmes. A consultant, recruited by the Organization, is currently reviewing these post levels in line with the new structure in order to finalize the corresponding generic profiles and to propose procedures, based on objective criteria, to facilitate career growth within the Organization.

40. The restructuring aspects, among other strategic issues, are dealt with in an extensive way in the **White Paper**, as discussed at the 89th session of the Executive Council. Some structural adjustments however were introduced in the last version of the White Paper discussed at the 89th session of the Executive Council, mainly at the request of France. The final draft is annexed to the present report for Members' consideration and submission to 19th session of the General Assembly in October 2011 in the Republic of Korea (Annex II).