



## Executive Council

100th session  
Rovinj, Croatia, 27-29 May 2015  
Provisional agenda item 7(a)

CE/100/7(a)  
Madrid, 17 April 2015  
Original: English

### Draft programme of work and budget for 2016-2017

#### (a) Report of the Secretary-General

##### I. Introduction

---

1. The Secretary-General, in accordance with Article 23(2) of the Statutes, presents to the Executive Council the current draft Programme of Work (POW) and Budget for the period 2016-2017. This document will be submitted to the 21st session of the General Assembly for approval.
2. This proposal has been prepared with the objective of ensuring continuity with the POW 2014-2015, while including new priorities expressed by UNWTO Members (Full, Associate and Affiliate), notably through the survey on Members' priorities conducted at the end of 2014.
3. The corresponding budget envelope is detailed in part V.C of the document. The proposal maintains tight financial limits of previous biennia with no increase in the assessed individual Members' contributions (excluding impact of members changing in contribution groups) and an overall budget envelope as approved for 2015. This proposal aims to balance Members' expectations for budgetary restraint while minimizing possible impacts in the effective delivery of the Programme of Work.

##### II. Strategic objectives for 2016-2017

---

4. As in previous biennia, the programme of work is structured along two interdependent strategic objectives: **improving competitiveness and quality**, while **promoting sustainability and ethics** in tourism development.
5. These two objectives are framed within, and supported by, the crosscutting functions of the Organization, i.e., member relations, management, governance and communication, which are presented at the beginning of part III of the present document.
6. **The first strategic objective aims at improving the competitiveness of the Member States' tourism sector by promoting quality** and excellence in tourism policy and destination management, product development and marketing, advancing travel facilitation and connectivity, reducing seasonality defining adequate tourism taxation and providing updated and relevant market information and data on trends, forecasts and the contribution of tourism to the economy and employment.



7. **The second strategic objective aims at promoting sustainability and responsibility in all aspects of tourism development** among both private and public sectors and in the framework of the Post-2015 Sustainable Development Goals. This includes the promotion of ethical policies, behaviour and practices, improving resource management, enhancing accessibility for all, advancing tourism's contribution to peace, development and poverty alleviation, the preservation of cultural heritage and natural environments, namely in the scope of the fight against climate change, as well as a full integration of tourism into local economies, ensuring a fair distribution of the sector benefits amongst host communities, their full engagement in tourism development, the respect for their social and cultural values and an overall contribution to the resilience of the sector.

### III. Areas of work

8. The following tables summarize the different areas of work, their description, objectives, expected outputs and indicative allocations for 2016-2017:

#### Member Relations, Management, Governance and Communication

Areas of work	Description and objectives	Expected outputs	Indicative allocations (€*1,000)
<b>Member relations</b>	<ul style="list-style-type: none"> <li>• Supporting and servicing Full, Associate and Affiliate Members in the different regions, by creating appropriate fora and ensuring a geographically balanced repartition of UNWTO activities benefitting all types of Members</li> <li>• Establishing relations with non-members to increase membership both among Full and Affiliate Members</li> <li>• Understanding Members' needs and their priority areas and working closely with them in addressing those</li> <li>• Supporting Members' efforts in launching and managing international tourism initiatives at sub-regional, regional or trans-regional levels</li> </ul>	<ul style="list-style-type: none"> <li>• Membership retention by showing the specific value provided by UNWTO</li> <li>• New membership in both Full and Affiliate Members, namely among developed countries and major private sector organizations and companies</li> <li>• Increased regional integration amongst Member States to help achieve economic and political goals</li> <li>• Better collection of Members' fees, including arrears, as a consequence of the higher perceived value of membership</li> <li>• Higher efficiencies in Member servicing by grouping interests, either through networks or other form of affinity groups, such as Knowledge, Gastronomy, Shopping and others to respond in an efficient manner to Members' common needs</li> <li>• Adequate response to the priority areas outlined in the survey carried out with members on the Programme of Work</li> </ul>	4,815

<b>Management</b>	<ul style="list-style-type: none"> <li>• Defining the Programme of Work and its priorities as well as the overall strategy of the organization, in consultation with Members</li> <li>• Mainstreaming tourism in the global agenda and strengthening UNWTO's leadership role in the tourism sector and within the UN system</li> <li>• Coordinating and supervising all programmes of the Secretariat for the implementation of the Programme of Work</li> </ul>	<ul style="list-style-type: none"> <li>• Reports to statutory organs</li> <li>• Operation of UNWTO Liaison Offices (New York and the Geneva representative)</li> <li>• Internal regulation of the Secretariat</li> </ul>	3,975
<b>Communications and publications</b>	<ul style="list-style-type: none"> <li>• Positioning tourism as a driver of inclusive growth and sustainable development and UNWTO as the leading international organization in the field of tourism through: <ul style="list-style-type: none"> <li>○ Advocacy and outreach</li> <li>○ Institutional communication with Members</li> <li>○ Public information</li> <li>○ Media Relations</li> <li>○ UNWTO Publications</li> <li>○ E-communications</li> <li>○ Promotion of UNWTO activities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• UNWTO Annual Report, factsheets, monthly e-newsletters, mailings, etc.</li> <li>• UNWTO media activities (press conferences, releases, etc.) and training including the UNWTO Tourism and the Media Conference series.</li> <li>• UNWTO Ministerial Meetings and T.20 Initiative; World Tourism Day and dedicated campaigns such as "Be a Responsible Traveller".</li> <li>• Implementation of the UNWTO Publication Policy</li> <li>• Guidelines and follow-up on the UNWTO research and editorial lines</li> <li>• Production and dissemination of UNWTO publications and management of the UNWTO elibrary</li> <li>• Development of a new UNWTO website and enhancing current social media strategy</li> </ul>	1,030
<b>Statutory meetings</b>	<ul style="list-style-type: none"> <li>• Preparing and documenting the statutory meetings of the Organization</li> </ul>	<ul style="list-style-type: none"> <li>• Working documents, decisions and resolutions and all related logistical aspects (interpretation, translation, etc.)</li> </ul>	1,740

<b>Fairs</b>	<ul style="list-style-type: none"> <li>Organizing UNWTO's participation at the major travel and tourism fairs worldwide.</li> <li>Providing support and service delivery to UNWTO Members attending fairs.</li> </ul>	<ul style="list-style-type: none"> <li>Building strategic partnerships with major travel and tourism fairs worldwide and coordinating UNWTO presence and activities</li> </ul>	480
--------------	---	--	-----

### First Strategic Objective: Competitiveness and Quality

Areas of work	Description and objectives	Expected outputs	Indicative allocations (€*1,000)
<b>Collection, compilation and international comparability of tourism statistics</b>  <b>Tourism Satellite Accounts (TSA)</b>	<ul style="list-style-type: none"> <li>Ensuring that UNWTO is the leading source of tourism data worldwide</li> <li>Translating the methodological framework into practical guidance for countries</li> <li>Advancing the methodological framework, in particular for the measurement of sustainable tourism</li> <li>Permanent cooperation on statistics within the UN system, notably on Post-2015 Sustainable Development Goals indicators</li> <li>Disseminating knowledge</li> <li>Capacity-building on TSA</li> </ul>	<ul style="list-style-type: none"> <li>Database, web access and publication of Compendium, Yearbook and Fact Sheets</li> <li>Updated International Recommendations for Tourism Statistics Compilation Guide (IRTS 2008) and increased its use</li> <li>Draft guidelines for the measurement and analysis of tourism at the sub-national level in line with the IRTS 2008</li> <li>Issue Paper series and support material in various formats for the measurement of tourism</li> <li>National (extrabudgetary funded) and regional capacity-building programmes on systems of tourism statistics</li> </ul>	1,093
<b>Tourism trends and market intelligence</b>	<ul style="list-style-type: none"> <li>Producing consistent sets of short- and long-term data and analysis</li> <li>Identifying available data sources and developing/maintaining collaboration with reliable third parties, public and private, owning relevant data</li> </ul>	<ul style="list-style-type: none"> <li>UNWTO Highlights, UNWTO World Tourism Barometer, updated "Tourism Towards 2030" study and study on EU 28 trends</li> <li>Tourism outbound studies (e.g., joint programme with the European Travel Commission)</li> <li>Regular updates on major outbound markets</li> </ul>	800

<b>Product development and marketing</b>	<ul style="list-style-type: none"> <li>• Developing marketing function</li> <li>• Helping Members in planning and conceptualizing innovative tourism products</li> <li>• Building capacity, both for public and private sectors, in marketing, branding and communicators related issues</li> <li>• Creating and further implementing thematic tourism routes</li> </ul>	<ul style="list-style-type: none"> <li>• Recommended marketing strategies</li> <li>• Studies on tourism segment, on e-marketing, etc.</li> <li>• Guidelines on product development and innovation</li> <li>• Handbook on marketing transnational tourism themes and routes</li> <li>• Further development and Implementation of the Silk Road Action Plan</li> <li>• Guidelines regarding tourism routes, using knowledge, expertise and lessons learnt from the Silk Road</li> <li>• Study and pilot projects on city tourism, gastronomy tourism, religious tourism, seasonality and other Members' initiatives</li> <li>• Workshops and master classes</li> </ul>	546
<b>Travel facilitation</b>	<ul style="list-style-type: none"> <li>• Regularly monitoring and analysing entry border formalities, including visa and security mechanisms</li> <li>• Advocating for travel facilitation as a growth vector for tourism, especially in its international dimension</li> </ul>	<ul style="list-style-type: none"> <li>• Study on entry formalities and visa (UNWTO Openness Report)</li> <li>• Related activities at regional level: Silk Road, APEC, ASEAN, etc.</li> </ul>	183
<b>Taxation</b>	<ul style="list-style-type: none"> <li>• Assessment of the impact of fiscal policies in tourism</li> <li>• Raising awareness regarding 'intelligent taxation' and the need to evaluate the economic impact of any modification or introduction of taxes on travel and tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Regional consultation workshops</li> </ul>	183
<b>Connectivity/aviation policies</b>	<ul style="list-style-type: none"> <li>• Analysing tourism and aviation policies with the aim of improving mutual beneficial objectives and adjusting policy priorities to fully harness both sectors' contribution to development</li> </ul>	<ul style="list-style-type: none"> <li>• Issue papers, studies</li> <li>• Regional Conferences</li> </ul>	183

<b>Destination management and quality</b>	<ul style="list-style-type: none"> <li>• Enhancing quality management at tourism destinations</li> <li>• Enhancing destination competitiveness and innovation capacity, and maximizing positive socioeconomic impacts</li> <li>• Assessing and certifying DMO management</li> <li>• Strengthening the normative role of the Organization</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines on quality in tourism</li> <li>• City tourism and snow and mountain initiatives (recommended practices)</li> <li>• QUEST Initiative</li> <li>• Support to the Committee on Tourism and Competitiveness (CTC) in harmonizing concepts and definitions related to competitiveness</li> </ul>	800
---	---	--	-----

### Second Strategic Objective: Sustainability and Ethics

Areas of work	Description and objectives	Expected outputs	Indicative allocations (€*1,000)
<b>Resource mobilization and partnership for development and growth</b>	<ul style="list-style-type: none"> <li>• Consolidating UNWTO's resource mobilization strategic framework, in cooperation with the UN system, the European Union, development banks and other international, regional or bilateral organizations</li> <li>• Coordinating UN and other international activities, developing new alliances through UNWTO institutional presence in New York and Geneva, and exploring opportunities for resource mobilization with existing mechanisms and bilateral donors</li> </ul>	<ul style="list-style-type: none"> <li>• Resource mobilization strategy document</li> <li>• Guidelines and capacity-building for the Organization as a whole and for specific Member States to enhance their capacity in raising funds for development through tourism (extrabudgetary funds)</li> <li>• Effective partnerships leading to increased visibility of UNWTO's leading role in tourism</li> <li>• Strengthened existing partnerships such as the SCTD and develop new opportunities and mechanisms for increasing Official Development Assistance (ODA) and Aid for Trade (AFT)</li> <li>• Contribution by UNWTO Liaison Offices (New York and the Geneva representative) to resource mobilization efforts</li> </ul>	648

<b>Institutional relations</b>	<ul style="list-style-type: none"> <li>• Strengthening advocacy efforts within the development and trade agendas, to position tourism as a key sector for development and growth, as well as UNWTO as a Development Agency</li> <li>• Building a more efficient operational framework within the UN system, at global, regional and country level.</li> <li>• Strengthening the relations with other institutions on a global and regional level</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of the approval by the UN GA of 2017 as the International Year on Tourism for Development and Peace</li> <li>• Recognition of tourism in global development frameworks such as the Post 2015 Agenda and the universal SDGs, Rio+20 Outcome documents and others.</li> <li>• Increased UNWTO participation at country level with the UN system processes such as UNDAFs.</li> <li>• Monitoring and progress report of key global achievements</li> </ul>	655
<b>Technical cooperation</b>	<ul style="list-style-type: none"> <li>• Identifying, implementing and reviewing field technical cooperation projects and services, including cooperation with the ST-EP International Organization</li> </ul>	<ul style="list-style-type: none"> <li>• Technical cooperation projects, missions and reports</li> </ul>	989
<b>Human resource development</b>	<ul style="list-style-type: none"> <li>• Assessing Members education and training needs in the tourism sector</li> <li>• Developing and implementing practical capacity-building initiatives in NTAs core areas of responsibility</li> <li>• Supporting UNWTO development cooperation programmes through applied learning tools</li> <li>• Improving the quality and efficiency of education and training programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic plans that effectively address Members education and training needs</li> <li>• UNWTO training products (courses) and other specific human resource development guidelines and actions for Member States in the field or through distance learning</li> <li>• UNWTO.Volunteers Programme</li> <li>• UNWTO.TedQual Programme</li> </ul>	268



<b>Sustainable development and resilience of tourism</b>	<ul style="list-style-type: none"> <li>• Enhancing the Sustainable Tourism Observatories framework to allow for efficient, relevant and timely reporting and extending network in all world regions</li> <li>• Moving tourism higher on the sustainable development agenda, notably through the 10-Year Framework of Programmes (10YFP): Strengthening sustainable tourism policy making and enabling relevant stakeholders to plan, monitor and manage tourism in close interaction and according to principles of Sustainable Consumption and Production (SCP), social equity, good governance, transparency and openness</li> <li>• Biodiversity and conservation: effectively linking conservation and protected areas with the tourism sector</li> <li>• Ensuring the resilience of tourism development</li> <li>• Crisis preparedness and management</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable Tourism Observatories procedures and reports</li> <li>• UNWTO as Lead-actor of the Sustainable Tourism Programme, in coordination with the Multi-stakeholder Advisory Committee (MAC) and the co-leads (France, Morocco and Republic of Korea) and supported by the 10-YFP Secretariat</li> <li>• Continuous integration of the sector into the structures and procedures of other relevant actors, notably those of the security and emergency sector</li> </ul>	317
<b>Resource management (water, waste, energy) and climate change</b>	<ul style="list-style-type: none"> <li>• Accelerating the shift towards more sustainable consumption patterns</li> <li>• Adopting an inclusive approach decoupling tourism growth from resource management and following up on the conclusions of the United Nations Climate Change Conference, COP21</li> <li>• Following up on the Hotel Energy Solutions and NEZEH Initiatives, helping the hoteliers to reduce operational costs, to improve their image and products and so to enhance their competitiveness contributing in parallel to the EU efforts for the reduction of greenhouse gas emissions</li> </ul>	<ul style="list-style-type: none"> <li>• Flagship projects, recommended practices and guidance on tourism, energy, water and climate change: mitigation and adaptation</li> <li>• Better evidence-based decision-making, especially in the area of resource management through standard setting and timely information</li> <li>• Integrated set of decision support tools to assist hoteliers to identify appropriate solutions and to design feasible and sustainable nearly-zero energy buildings projects (i.e., HES e-toolkit adapted to the nearly-zero energy building requirements)</li> </ul>	322

<b>Tourism and Culture</b>	<ul style="list-style-type: none"> <li>• Strengthening the links and building partnership models between tourism and culture</li> <li>• Collaborating with public and private sectors and bodies in charge of culture</li> <li>• Strengthening collaboration and joint initiatives with UNESCO</li> </ul>	<ul style="list-style-type: none"> <li>• Good practices and guidance on Cultural Tourism development and collaboration between Tourism and Culture, especially with regard to cultural heritage sites, intangible cultural heritage (including spiritual and religious), contemporary culture and creative industries</li> </ul>	421
<b>Tourism and Peace</b>	<ul style="list-style-type: none"> <li>• Advocating tourism's role in promoting tolerance, understanding and dialogue between different peoples, cultures and civilizations</li> </ul>	<ul style="list-style-type: none"> <li>• Case studies and recommendations</li> </ul>	20
<b>Ethics and Corporate Social Responsibility</b>	<ul style="list-style-type: none"> <li>• Promoting the Global Code of Ethics for Tourism</li> <li>• Monitoring the implementation of the Global Code of Ethics for Tourism by public and private sector stakeholders</li> <li>• Promoting the inclusion of ethical business practices and the development of CSR policies within tourism enterprises and trade associations</li> <li>• Supporting the work of the World Committee on Tourism Ethics (WCTE)</li> </ul>	<ul style="list-style-type: none"> <li>• Private Sector Commitment to the UNWTO Code of Ethics initiative</li> <li>• Reports to the General Assemblies of the UNWTO and the United Nations</li> <li>• Organization of WCTE meetings and dissemination of Committee's guidelines and recommendations</li> </ul>	192

<b>Tourism and Social Values</b>	<ul style="list-style-type: none"> <li>• Gender empowerment: Mainstreaming and raising awareness on gender equality and the need to advance women's empowerment in the tourism agenda through an inclusive supply chain</li> <li>• Children protection: <ul style="list-style-type: none"> <li>○ Mainstreaming and advocating for the protection of children and young people in the tourism sector</li> <li>○ Supporting the work of the UNWTO Global Tourism Network on Child Protection and its executive committee, as a clearing house on children's rights in tourism and an international platform for preventing all forms of exploitation of minors related to tourism</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Women in Tourism Empowerment Programme (training) in selected pilot countries, in cooperation with related UN agencies and private sector partners</li> <li>• Follow-up study on women in tourism and a relevant set of recommendations</li> <li>• Concrete guidelines on protection of children and effective international coordination mechanisms</li> <li>• Compendium of recommended practices on child protection</li> </ul>	130
<b>Accessible tourism for All</b>	<ul style="list-style-type: none"> <li>• Policy making and strategic planning to create destinations for all, by following universal design principles</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations, standards and indicators for making tourism infrastructures, products and services more accessible for all, in particular for people with disabilities and special needs</li> </ul>	126
<b>Protection of tourists and tourism providers</b>	<ul style="list-style-type: none"> <li>• Continuing the work on UNWTO Convention on the Protection of tourists and tourism providers</li> </ul>	<ul style="list-style-type: none"> <li>• Draft Convention</li> </ul>	98

#### IV. Description of UNWTO programmes

9. The following table includes a brief description of the different programmes of the Secretariat, which will be in charge of the activities previously described.

<b>Member Relations</b>		
<b>This part of the programme of work covers the relations with the various types of membership of the Organization</b>		
<b>Code</b>	<b>Programme title</b>	<b>Description</b>
Regional Programmes	Africa, Americas, Asia and the Pacific, Europe and Middle East	Are responsible for the coordination, follow-up and reporting of the activities undertaken in each region. Through continuous relations with each and every Full, Associate and Affiliate Member in the different regions, the programmes ensure a geographically balanced repartition of UNWTO activities. They also establish and maintain relations with non-member States and other stakeholders, in order to integrate them within the Organization.
AFMS	Affiliate Members	Aims to encourage collaboration and integration of the non-governmental sector in UNWTO and foster public/private partnership. The activities in the Programme are oriented toward generating, sharing and transmitting initiatives of value, as well as publications on specific tourism segments and issues, which can contribute to innovation and competitiveness in tourism, in wide-ranging cooperation with all the Secretariat's Programmes. It includes the Knowledge Network and other networks as a means to create initiatives gathering the various interests and needs of the Members.
<b>Operational</b>		
<b>This part of the programme of work covers the thematic activities of horizontal nature of the Organization, benefitting membership at large</b>		
<b>Code</b>	<b>Programme title</b>	<b>Description</b>
SDTR	Sustainable Development of Tourism	Promotes the sustainable development of tourism (SDT) working to minimize the possible negative impacts upon the natural or socio-cultural environments. It deals with policies and tools for SDT and their application to the different types of tourism destinations for improved sustainability and resilience of the sector, in line with the post-2015 Sustainable Development Goals. It centralizes the work of the UNWTO Secretariat related to the Sustainable Tourism Programme within the 10YFP and facilitates the work of the UNWTO Committee on Tourism and Sustainability.  It also covers the areas of travel facilitation, taxation and air connectivity.
TECO	Technical Cooperation	Is responsible for the identification, implementation and review of field projects, including those realized in collaboration with the International ST-EP Organization. It works in close cooperation with all programmes of the Secretariat according to the nature of projects and to maximize opportunities to secure funding for Member States' needs.  It assists Members in advancing sustainability and quality in their tourism development and in promoting local socio-economic development through tourism.

STSA	Statistics and Tourism Satellite Account	<p>Is responsible for supporting Member States in their development of national Systems of Tourism Statistics (STS), ensuring the international comparability of tourism statistics and the further development and clarification of methodological issues in tourism statistics, and enhancing the macroeconomic analysis of tourism. It is in charge of the protection of the TSA brand and of exploring future TSA extensions.</p> <p>It serves as the Secretariat of the UNWTO Committee on Statistics and Tourism Satellite Accounts.</p>
TMTS	Tourism Market Trends	<p>Is responsible for providing up-to-date analysis on tourism trends and forecasts. Its work encompasses short and long-term trends (notably the Tourism Towards 2030 report), studies on source markets and tourism segments.</p> <p>It is also responsible for identifying and disseminating expertise on effective and innovative marketing methodologies.</p>
DMGT	Destination Management and Quality	<p>Is responsible for supporting, assisting and providing guidance to tourism destinations in their efforts to: i) deliver the highest quality of experience and value to the visitors by developing systematic, multidisciplinary and intersectoral strategies and tools to enhance destinations' competitiveness, ii) develop efficient models/structures of governance; iii) establish and implement effective quality management practices.</p> <p>It facilitates the work of the UNWTO Committee on Tourism and Competitiveness.</p>
ESDT	Ethics and Social Responsibility	<p>Is responsible for promoting universal principles and norms based on ethical values and the respect for human rights and the rights of the local populations, with a view to fostering the responsible and equitable development of tourism worldwide.</p> <p>The programme mandate includes: (a) raising awareness of the Global Code of Ethics for Tourism and enhancing its implementation by tourism stakeholders from the public and private sectors, as well as civil society; and (b) mainstreaming issues such as accessibility for all, gender equality, the protection of children and of other vulnerable groups of the population (migrants, indigenous, etc.) in the tourism development agenda.</p> <p>It provides technical support to the UNWTO World Committee on Tourism Ethics and the Executive Committee of the World Tourism Network on Child Protection.</p>
THMS	Themis-Education and Training	<p>Is responsible for enabling Member States to devise and implement education and training policies, plans and tools that fully harness the employment potential of their tourism sector.</p> <p>The Themis Foundation acts as the implementation body of the Education and Training Programme.</p>

OFUN	UNWTO Liaison Offices	The UNWTO Liaison Offices (New York and the Geneva representative) are responsible for: (a) providing policy advice to the Secretariat on opportunities for mainstreaming tourism in the global development and trade agendas so as to strengthen UNWTO's leadership and provide services to its Members; (b) representing the Organization to the diplomatic missions; (c) developing new strategic partnerships and alliances, and strengthen existing ones and (d) exploring new opportunities for resource mobilization while strengthening existing resources mobilization opportunities within current mechanisms (e.g., the Enhanced Integrated Framework).
IRRM	Institutional Relations and Resource Mobilization	Is responsible for: (a) mainstreaming tourism in the global development and trade agendas; (b) developing strategic partnerships and alliances, cooperating with UN institutions as well as other international and regional organizations, and (c) devising and implementing a resource mobilization strategy so as to strengthen UNWTO's leadership and provide services to its Members.
FSFP	Fairs and Special Field Projects	Is responsible for building strategic partnerships, guaranteeing support and organizing UNWTO's participation at the major travel and tourism fairs worldwide.

It also provides support and services to UNWTO Member States and Affiliate Members attending fairs.

It works to provide general guidance on the development of tourism routes based on existing knowledge, expertise and lessons learnt from the Silk Road Project. It also develops and implements the Silk Road Action Plan.

**Direct Support** **This part of the programme of work covers the functioning of the Statutory Organs and Senior Management and provides direct services to Members**

Code	Programme title	Description
COSE	Conference Services	<p>Is responsible for organizing the General Assembly, the Executive Council and related events and activities, including the dissemination of relevant documents.</p> <p>It produces guidelines and provides support on drafting documentation and managing registration and other services for other UNWTO meetings.</p> <p>It is also responsible for providing translation, interpretation, terminology, editing and other language-related support services in the five official languages of the Organization.</p>

MNGT	Management	<p>Is responsible for establishing the strategic vision of the Organization, in coordination with all Members and partners, and coordinating and supervising all programmes of the Secretariat. It is responsible for supervising the preparation, implementation and evaluation of the programme of work of the Organization.</p> <p>Management includes the following programmes and special initiatives:</p> <ul style="list-style-type: none"> <li>• Programme and Coordination (PRCO): It contributes to internal communication by operating different planning and reporting tools. It also supports the activities of the preparation of the Convention on the protection of tourists and tourism providers as well as extrabudgetary-funded cross-programmes activities (e.g. EU funded initiatives). It supports the activities of the Programme and Budget Committee.</li> <li>• Office of Tourism and Culture (OFTC): Is responsible for strengthening the links and building partnership models between tourism and culture and coordinating activities with UNESCO and other bodies in charge of culture. It is managed by the Special Advisor to the Secretary-General on Tourism and Culture.</li> <li>• Office of Tourism and Peace (OFTP): Is responsible to promote the role of tourism in advancing tolerance, understanding and dialogue between different peoples, cultures and civilizations as well as post conflict recovery. It is managed by the Special Advisor to the Secretary-General on Tourism and Peace.</li> </ul>
------	------------	--

COMM	Communications and Publications	<p>Is responsible for defining the messaging and positioning of UNWTO, as well as coordinating and implementing all institutional communications of the Secretariat.</p> <p>It is also responsible for the production and dissemination of UNWTO publications, including the management of the UNWTO e-library, as well as for UNWTO's archives and Documentation Centre.</p>
------	---------------------------------	---

**Indirect Support** This part of the programme of work covers the internal administrative services of the Organization in accordance with UN standards

Code	Programme title	Description
BDFN	Budget and Finance	Manages income, expenditure and treasury of regular and extra-budgetary resources, develops IPSAS-compliant accounting principles and procedures, in accordance with the Financial Regulations
HHRR	Human Resources	Is responsible for providing services to UNWTO employees: fair, correct and transparent implementation of the UNWTO Staff Regulations and Rules; administration of entitlements and benefits; managing the entire recruitment process; revising and issuing new policies and Rules and Regulations, when needed; addressing any grievances and disciplinary cases and; managing the organizational training.

---

LGCN	Legal and Contracts	Is responsible for providing advice on compliance with UNWTO's legal framework and the prevention of legal risks, develops standards, and provides advice and assistance in procurement and contractual processes. This includes the verification of agreements, letters, policies, documents and decisions of governing bodies and the issuance of contracts and verification of tender processes. In addition, the programme is also in charge of the Ethics Function.
ICTS	Information and Communication Technology	Is responsible for the security, reliability and availability of the Information and Communication Technology services, to ensure business continuity as well as maintaining the infrastructure and applications required by those services to internal and external customers. The programme is also responsible for telecommunication services. Duties include video-conferencing support services, as well as front desk customer service duties to visitors and guests.
GSER	General Services	Is responsible for providing travel services to staff on missions, ensuring the adequacy and proper maintenance of the infrastructure of the Headquarters building and utilities contracts, providing security services, handling reproduction and printing services, distributing mail and internal documents, and securing internal transportation services.
PROV	Provisions	Finances the provisions set to cover after-service health insurance and costs accrued on account of the separation and repatriation grants of internationally recruited staff.

---



## V. Draft budget 2016-2017

---

### A. Introduction

10. The proposed 2016-2017 budget is based on having zero nominal increase with respect to the 2015 budget. Budget amounts for 2016 and 2017 remain consequently at the same level as approved for 2015. Subsequent clarifications and budget tables explain the relevant parameters of this envelope, as outlined in the presentation of the Programme of Work. While zero growth continues to demand efficiency from the Organization, it is seen feasible as heavier reliance is made on cooperation with external parties, both technically and financially.

### B. Revised budget 2014-2015

11. The General Assembly at its 20th session in Victoria Falls (Zambia/Zimbabwe) approved the Programme of Work and Budget of the Organization for the period 2014-2015. The Programme of Work had been presented in accordance with the standard description for that document, around two independent strategic objectives: improving competitiveness and quality, and ensuring sustainability and ethics in tourism operations. The programme-based budget was classified in accordance to four Programmes (Regional, Operational and Direct and Indirect Services Programmes), following the recommendations of the 19th General Assembly [A/RES/603(XIX)] and the guidelines of the White Paper.

12. The budget envelope for the 2014-2015 biennium (see document A/20/5) is 26,616,000 euros in accordance with General Assembly resolution A/RES/619(XX), resulting from the application of “Zero Real Growth” to the 2012-2013 programme and budget.

13. The structure of the 2014-2015 budget approved by the General Assembly has evolved during its implementation in 2014. In early 2014, the Secretary-General undertook a review of the structure reducing the number of programmes consolidating some of them. Regional Programmes have been renamed as Member Relations and now incorporate the former programmes B04 (Affiliate Members) and B05 (Knowledge Network) from Part B – Operational Programmes under a single heading A06 (Affiliate Members and Knowledge Network). As a result of the previous change, the order of the programmes of Part B has been modified and the name of some programmes has slightly varied: Technical Cooperation and Services is now called Technical Cooperation; Tourism Trends and Marketing Strategies is renamed as Tourism Market Trends; Ethics and Social Dimensions of tourism is now called Ethics and Social Responsibility; Institutional and Corporate Relations changes to Institutional Relations and Resource Mobilization; and now the Archives activity has been added to the Communications and Publications Programme.

14. These changes in the 2014 budget structure were approved by the 98th Executive Council in its decision 9(XCVIII) and have resulted in the redeployment of staff positions amongst Programmes as shown in the following table. More information about the revised structure can be seen in document CE/98/3(II)(b). These changes have been made within approved resources.

15. The tables below contain the approved and the revised budget for 2014-2015 in accordance to the new Programme of Work structure. It shall be noted that the budget envelope of the Organization for that period remains unchanged at 26,616,000 euros.

**BUDGET 2014-2015 APPROVED BY THE 20TH GENERAL ASSEMBLY**  
( in euros )

MAJOR PARTS AND PROGRAMMES  APPROPRIATION LINES	POSTS		2014			2015			2014 - 2015		
	P	G	STAFF	NON STAFF	TOTAL	STAFF	NON STAFF	TOTAL	STAFF	NON STAFF	TOTAL
<b>A REGIONAL</b>											
A01 Regional Programme, Africa	2	2	333.000	150.000	483.000	341.000	152.000	493.000	674.000	302.000	976.000
A02 Regional Programme, Americas	2	2	333.000	150.000	483.000	341.000	152.000	493.000	674.000	302.000	976.000
A03 Regional Programme, Asia and the Pacific	2	2	333.000	150.000	483.000	341.000	152.000	493.000	674.000	302.000	976.000
A04 Regional Programme, Europe	2	2	333.000	83.000	416.000	341.000	88.000	429.000	674.000	171.000	845.000
A05 Regional Programme, Middle East	1	2	219.000	83.000	302.000	224.000	88.000	312.000	443.000	171.000	614.000
<b>TOTAL REGIONAL PROGRAMMES</b>	<b>9</b>	<b>10</b>	<b>1.551.000</b>	<b>616.000</b>	<b>2.167.000</b>	<b>1.588.000</b>	<b>632.000</b>	<b>2.220.000</b>	<b>3.139.000</b>	<b>1.248.000</b>	<b>4.387.000</b>
<b>B OPERATIONAL</b>											
B01 Sustainable Development of Tourism	3	2	447.000	130.000	577.000	457.000	140.000	597.000	904.000	270.000	1.174.000
B02 Technical Cooperation and Services	3	3	499.000	100.000	599.000	512.000	100.000	612.000	1.011.000	200.000	1.211.000
B03 Statistics and Tourism Satellite Account	2	3	386.000	160.000	546.000	395.000	160.000	555.000	781.000	320.000	1.101.000
B04 Affiliate Members	0	2	105.000	20.000	125.000	108.000	20.000	128.000	213.000	40.000	253.000
B05 Knowledge Network	0	1	53.000	40.000	93.000	53.000	40.000	93.000	106.000	80.000	186.000
B06 Tourism Trends and Marketing Strategies	3	2	447.000	160.000	607.000	458.000	160.000	618.000	905.000	320.000	1.225.000
B07 Institutional and Corporate Relations	2	1	280.000	271.000	551.000	288.000	271.000	559.000	568.000	542.000	1.110.000
B08 Destination Management and Quality	1	1	166.000	50.000	216.000	171.000	55.000	226.000	337.000	105.000	442.000
B09 Ethics and Social Dimension of Tourism	1	1	166.000	50.000	216.000	171.000	55.000	226.000	337.000	105.000	442.000
B10 Fairs and Special Field Projects	1	2	219.000	140.000	359.000	224.000	145.000	369.000	443.000	285.000	728.000
B11 Themis	0	0	0	150.000	150.000	0	155.000	155.000	0	305.000	305.000
<b>TOTAL OPERATIONAL PROGRAMME</b>	<b>16</b>	<b>18</b>	<b>2.768.000</b>	<b>1.271.000</b>	<b>4.039.000</b>	<b>2.837.000</b>	<b>1.301.000</b>	<b>4.138.000</b>	<b>5.605.000</b>	<b>2.572.000</b>	<b>8.177.000</b>
<b>C SUPPORT - DIRECT TO MEMBERS</b>											
C01 Communications and Publications	2	4	438.000	120.000	558.000	449.000	130.000	579.000	887.000	250.000	1.137.000
C02 Conferences	5	2	675.000	120.000	795.000	692.000	190.000	882.000	1.367.000	310.000	1.677.000
C03 Management	9	8	1.953.000	316.000	2.269.000	1.994.000	316.000	2.310.000	3.947.000	632.000	4.579.000
<b>TOTAL SUPPORT-DIRECT TO MEMBERS PROGRAMME</b>	<b>16</b>	<b>14</b>	<b>3.066.000</b>	<b>556.000</b>	<b>3.622.000</b>	<b>3.135.000</b>	<b>636.000</b>	<b>3.771.000</b>	<b>6.201.000</b>	<b>1.192.000</b>	<b>7.393.000</b>
<b>D SUPPORT - INDIRECT TO MEMBERS</b>											
D01 Budget and Finance	3	3	499.000	133.000	632.000	512.000	136.000	648.000	1.011.000	269.000	1.280.000
D02 Human Resources	3	2	447.000	135.000	582.000	458.000	137.000	595.000	905.000	272.000	1.177.000
D03 Information and Communication Technology	2	3	385.000	418.000	803.000	395.000	426.000	821.000	780.000	844.000	1.624.000
D04 General Services	0	7	369.000	610.000	979.000	377.000	622.000	999.000	746.000	1.232.000	1.978.000
D05 Provisions	0	0	0	300.000	300.000	0	300.000	300.000	0	600.000	600.000
<b>TOTAL SUPPORT-INDIRECT TO MEMBERS PROGRAMME</b>	<b>8</b>	<b>15</b>	<b>1.700.000</b>	<b>1.596.000</b>	<b>3.296.000</b>	<b>1.742.000</b>	<b>1.621.000</b>	<b>3.363.000</b>	<b>3.442.000</b>	<b>3.217.000</b>	<b>6.659.000</b>
<b>TOTAL</b>	<b>49</b>	<b>57</b>	<b>9.085.000</b>	<b>4.039.000</b>	<b>13.124.000</b>	<b>9.302.000</b>	<b>4.190.000</b>	<b>13.492.000</b>	<b>18.387.000</b>	<b>8.229.000</b>	<b>26.616.000</b>

106

**REVISED APPROPRIATIONS 2014 - 2015 IN ACCORDANCE TO NEW STRUCTURE MADE BY THE SECRETARY GENERAL**  
 [ see document CE/98/3(II)(b) and decision CE/DEC/9(XCVIII) ]  
 ( in euros )

MAJOR PARTS AND PROGRAMMES	POSTS		2014			2015			2014 - 2015		
			STAFF	NON STAFF	TOTAL	STAFF	NON STAFF	TOTAL	STAFF	NON STAFF	TOTAL
	P	G									
<b>A MEMBER RELATIONS</b>											
A01 Regional Programme, Africa	2	2	333.000	150.000	483.000	341.000	152.000	493.000	674.000	302.000	976.000
A02 Regional Programme, Americas	2	2	333.000	150.000	483.000	341.000	152.000	493.000	674.000	302.000	976.000
A03 Regional Programme, Asia and the Pacific	2	2	333.000	150.000	483.000	341.000	152.000	493.000	674.000	302.000	976.000
A04 Regional Programme, Europe	2	2	333.000	83.000	416.000	341.000	88.000	429.000	674.000	171.000	845.000
A05 Regional Programme, Middle East	1	2	219.000	83.000	302.000	224.000	88.000	312.000	443.000	171.000	614.000
A06 Affiliate Members (Knowledge Network)	0	3	158.000	60.000	218.000	161.000	60.000	221.000	319.000	120.000	439.000
<b>TOTAL MEMBER RELATIONS PROGRAMMES</b>	<b>9</b>	<b>13</b>	<b>1.709.000</b>	<b>676.000</b>	<b>2.385.000</b>	<b>1.749.000</b>	<b>692.000</b>	<b>2.441.000</b>	<b>3.458.000</b>	<b>1.368.000</b>	<b>4.826.000</b>
<b>B OPERATIONAL</b>											
B01 Sustainable Development of Tourism	3	2	447.000	130.000	577.000	457.000	140.000	597.000	904.000	270.000	1.174.000
B02 Technical Cooperation	3	3	499.000	100.000	599.000	512.000	100.000	612.000	1.011.000	200.000	1.211.000
B03 Statistics and Tourism Satellite Account	2	3	386.000	160.000	546.000	395.000	160.000	555.000	781.000	320.000	1.101.000
B04 Tourism Market Trends	3	2	447.000	160.000	607.000	458.000	160.000	618.000	905.000	320.000	1.225.000
B05 Destination Management and Quality	1	1	166.000	50.000	216.000	171.000	55.000	226.000	337.000	105.000	442.000
B06 Ethics and Social Responsibility	1	1	166.000	50.000	216.000	171.000	55.000	226.000	337.000	105.000	442.000
B07 Themis	0	0	0	150.000	150.000	0	155.000	155.000	0	305.000	305.000
B08 Institutional Relations and Resource Mobilization	2	1	280.000	271.000	551.000	288.000	271.000	559.000	568.000	542.000	1.110.000
B09 Fairs and Special Field Projects	1	2	219.000	140.000	359.000	224.000	145.000	369.000	443.000	285.000	728.000
<b>TOTAL OPERATIONAL PROGRAMME</b>	<b>16</b>	<b>15</b>	<b>2.610.000</b>	<b>1.211.000</b>	<b>3.821.000</b>	<b>2.676.000</b>	<b>1.241.000</b>	<b>3.917.000</b>	<b>5.286.000</b>	<b>2.452.000</b>	<b>7.738.000</b>
<b>C SUPPORT - DIRECT TO MEMBERS</b>											
C01 Conference Services	5	2	675.000	120.000	795.000	692.000	190.000	882.000	1.367.000	310.000	1.677.000
C02 Management	9	8	1.953.000	316.000	2.269.000	1.994.000	316.000	2.310.000	3.947.000	632.000	4.579.000
C03 Communications, Publications and Archives	2	4	438.000	120.000	558.000	449.000	130.000	579.000	887.000	250.000	1.137.000
<b>TOTAL SUPPORT-DIRECT TO MEMBERS PROGRAMME</b>	<b>16</b>	<b>14</b>	<b>3.066.000</b>	<b>556.000</b>	<b>3.622.000</b>	<b>3.135.000</b>	<b>636.000</b>	<b>3.771.000</b>	<b>6.201.000</b>	<b>1.192.000</b>	<b>7.393.000</b>
<b>D SUPPORT - INDIRECT TO MEMBERS</b>											
D01 Budget and Finance	3	3	499.000	133.000	632.000	512.000	136.000	648.000	1.011.000	269.000	1.280.000
D02 Human Resources	3	2	447.000	135.000	582.000	458.000	137.000	595.000	905.000	272.000	1.177.000
D03 Information and Communication Technology	2	3	385.000	418.000	803.000	395.000	426.000	821.000	780.000	844.000	1.624.000
D04 General Services	0	7	369.000	610.000	979.000	377.000	622.000	999.000	746.000	1.232.000	1.978.000
D05 Provisions	0	0	0	300.000	300.000	0	300.000	300.000	0	600.000	600.000
<b>TOTAL SUPPORT-INDIRECT TO MEMBERS PROGRAMME</b>	<b>8</b>	<b>15</b>	<b>1.700.000</b>	<b>1.596.000</b>	<b>3.296.000</b>	<b>1.742.000</b>	<b>1.621.000</b>	<b>3.363.000</b>	<b>3.442.000</b>	<b>3.217.000</b>	<b>6.659.000</b>
<b>TOTAL</b>	<b>49</b>	<b>57</b>	<b>9.085.000</b>	<b>4.039.000</b>	<b>13.124.000</b>	<b>9.302.000</b>	<b>4.190.000</b>	<b>13.492.000</b>	<b>18.387.000</b>	<b>8.229.000</b>	<b>26.616.000</b>
		106									

**C. Budget envelope 2016-2017**

16. In a situation of generalized stagnation in the euro zone generated primarily by low economic growth, insufficient consumption and by the fall in oil prices, inflation in Europe stood at -0.2% at the end of 2014 and in Spain came to -1.0%. According to the International Monetary Fund (IMF) and the European Commission (EC), inflation expectations for the following years in Spain are around 1.1% annually.

17. In this context, the Secretary-General proposes to maintain the budget for 2016 and 2017 at the same level as the budget set for 2015, i.e. with zero nominal growth compared to 2015.

18. Similarly, the individual contributions of Full and Associate Members will remain at the same level as assessed contributions for 2015 with zero nominal growth for members, unless they are subject to increases or reductions of 7.5% annually for changing group.

19. While the budget for 2016 and 2017 remains at the same level as the 2015 budget, it has to be adjusted in its categories of expenditure since staff costs are determined by the ICSC and updated by the United Nations General Assembly.

**D. Income budget**

20. The Organization's income is budgeted on account of assessed contributions (Full, Associate and Affiliate Members) and the financial result of publication sales.

21. Contributions are assessed in accordance to the proposed scale for 2016 and 2017 annexed to this document. Figures for 2015 are also included in the scale for ease of comparison. Total income from publication sales remain almost at the same level with respect to the total budgeted amounts in 2014-2015, following a steady pace in sales of publications. Sundry income (financial results, other income, etc.) is no longer available to finance the regular budget or other activities: Due to the implementation of IPSAS in UNWTO since 1 January 2014, such income is considered unrestricted reserves and become part of the losses and gains of the General Fund. Given the unavailability of funds under these reserves, currently it is not possible to use them as budgetary resources.

22. As shown in Annex I, when assessing the Full Members' contributions a discount of 40 per cent is applied to the last group of countries with a population equal to or less than 200,000 inhabitants as done for the current budget. Concerning the Affiliate Members' contributions, the Executive Council's decision on a fee deduction for specific Affiliate Members as outlined in document EC/95/6(c) has been taken into account.

23. The table below presents budgetary income and expenditure approved for 2014-2015 and proposed for 2016-2017. For purposes of Detailed Financial Provision 3.07, this table is seen to represent the budget by Part, financial year and financial period. Additional budget tables in this document are provided for information purposes as required by Financial Regulations 4.3 and 4.4.

**PROPOSED INCOME AND EXPENDITURE BUDGET 2016-2017 AND COMPARISON WITH 2014-2015 [NEW STRUCTURE CE/98/3(II)(b)]**

**IN EUROS**

	2014	2015	2014-2015	2016	2017	2016-2017
<b>BUDGETED INCOME</b>						
· Contributions from Full and Associate Members .....	11.937.000	12.406.000	24.343.000	12.556.000	12.745.000	25.301.000
· Other income sources, of which :	1.187.000	1.086.000	2.273.000	936.000	747.000	1.683.000
· Sundry income .....	394.000	293.000	687.000	0	0	0
· Income from the sale of publications .....	250.000	250.000	500.000	333.000	144.000	477.000
· Affiliate Members .....	543.000	543.000	1.086.000	603.000	603.000	1.206.000
<b>TOTAL BUDGETED INCOME</b>	<b>13.124.000</b>	<b>13.492.000</b>	<b>26.616.000</b>	<b>13.492.000</b>	<b>13.492.000</b>	<b>26.984.000</b>
<b>BUDGETED EXPENSES</b>						
PART A - Member Relations Programmes .....	2.385.000	2.441.000	4.826.000	2.436.000	2.379.000	4.815.000
PART B - Operational Programmes .....	3.821.000	3.917.000	7.738.000	4.015.000	3.900.000	7.915.000
PART C - Support-Direct to Members Programmes .....	3.622.000	3.771.000	7.393.000	3.582.000	3.702.000	7.284.000
PART D - Support-Indirect to Members Programmes and Provisions .....	3.296.000	3.363.000	6.659.000	3.459.000	3.511.000	6.970.000
<b>TOTAL BUDGETED EXPENSES</b>	<b>13.124.000</b>	<b>13.492.000</b>	<b>26.616.000</b>	<b>13.492.000</b>	<b>13.492.000</b>	<b>26.984.000</b>
<b>BALANCE ( INCOME LESS EXPENSES )</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## E. Expenditure budget

24. The 2016-2017 budget structure has changed slightly over the revised 2014-2015 budget structure. In Part B- Operational a new programme B08 (UNWTO Liaison Offices) is introduced. The activities of this new programme were part of the programme B09 (Institutional Relations and Resource Mobilization). Also in Part D- Indirect Support to Members, a new programme has been incorporated D03 (Legal and Contracts), this was formerly a sub-programme of D02 (Human Resources). Travel services are reallocated from programme D01 (Budget and Finance) to programme D05 (General Services). The following table shows the proposed budget for 2016-2017 in relation to the approved budget for 2014-2015, total variation and its split between price and volume changes. As in previous biennia, expenditures are kept in balance with budgeted income, hence avoiding the Organization having to incur a deficit or presenting unused resources. Concerning price changes, the average inter-biennial inflation rate adopted (i.e., 1.1% per year, for two years), results in a combined price change of 1.4%. Volume changes in staff costs internalize the new structure of the Organization's Management and the vacancy rate which needs to be embedded in the budgetary estimates (approx. 12%). The higher priority attached to operational programmes with respect to the Secretariat's fixed cost structure is highlighted. The following table shows the budget for each year 2016 and 2017 by programme.

**APPROPRIATIONS PROPOSED FOR 2016-2017 AND APPROVED FOR 2014-2015**  
**BUDGET ESTIMATES AND ANALYSIS OF INCREASES BY PART AND PROGRAMME**

(In euro)

APPROPRIATION LINE	POSTS		A			B		C		D		E			POSTS	
			REVISED 2014-2015 APPROPRIATIONS			INCREASE/ DECREASE ACCORDING TO NEEDS		COSTS INCREASE/ DECREASE		NET INCREASE (B + C)		PROPOSED 2016-2017 APPROPRIATIONS (A + D)				
	P	G	Staff costs	Non staff costs	Total	Staff costs	Non staff costs	Staff costs	Non staff costs	Staff costs	Non staff costs	Staff costs	Non staff costs	TOTAL	P	G
<b>PART A - MEMBER RELATIONS</b>																
A01 Regional Programme, Africa	2	2	674.000	302.000	976.000	0	-39.000	31.000	0	31.000	-39.000	705.000	263.000	968.000	2	2
A02 Regional Programme, Americas	2	2	674.000	302.000	976.000	0	-39.000	31.000	0	31.000	-39.000	705.000	263.000	968.000	2	2
A03 Regional Programme, Asia and the Pacific	2	2	674.000	302.000	976.000	0	-39.000	31.000	0	31.000	-39.000	705.000	263.000	968.000	2	2
A04 Regional Programme, Europe	2	2	674.000	171.000	845.000	-230.000	-19.000	19.000	0	-211.000	-19.000	463.000	152.000	615.000	1	2
A05 Regional Programme, Middle East	1	2	443.000	171.000	614.000	0	-19.000	20.000	0	20.000	-19.000	463.000	152.000	615.000	1	2
A06 Affiliate Members	0	3	319.000	120.000	439.000	230.000	-14.000	26.000	0	256.000	-14.000	575.000	106.000	681.000	1	3
<b>TOTAL PART A</b>	<b>9</b>	<b>13</b>	<b>3.458.000</b>	<b>1.368.000</b>	<b>4.826.000</b>	<b>0</b>	<b>-169.000</b>	<b>158.000</b>	<b>0</b>	<b>158.000</b>	<b>-169.000</b>	<b>3.616.000</b>	<b>1.199.000</b>	<b>4.815.000</b>	<b>9</b>	<b>13</b>
<b>PART B - OPERATIONAL</b>																
B01 Sustainable Development of Tourism	3	2	904.000	270.000	1.174.000	0	-28.000	42.000	0	42.000	-28.000	946.000	242.000	1.188.000	3	2
B02 Technical Cooperation	3	3	1.011.000	200.000	1.211.000	-230.000	-27.000	35.000	0	-195.000	-27.000	816.000	173.000	989.000	2	3
B03 Statistics and Tourism Satellite Account	2	3	781.000	320.000	1.101.000	0	-43.000	35.000	0	35.000	-43.000	816.000	277.000	1.093.000	2	3
B04 Tourism Market Trends	3	2	905.000	320.000	1.225.000	-107.000	-43.000	37.000	0	-70.000	-43.000	835.000	277.000	1.112.000	3	1
B05 Destination Management and Quality	1	1	337.000	105.000	442.000	337.000	-9.000	30.000	0	367.000	-9.000	704.000	96.000	800.000	2	2
B06 Ethics and Social Responsibility	1	1	337.000	105.000	442.000	0	-9.000	15.000	0	15.000	-9.000	352.000	96.000	448.000	1	1
B07 Themis - Education and Training	0	0	0	305.000	305.000	0	-37.000	0	0	0	-37.000	0	268.000	268.000	0	0
B08 UNWTO Liaison Offices	0	0	0	0	0	230.000	194.000	11.000	0	241.000	194.000	241.000	194.000	435.000	1	0
B09 Institutional Relations and Resource Mobilization	2	1	568.000	542.000	1.110.000	0	-267.000	25.000	0	25.000	-267.000	593.000	275.000	868.000	2	1
B10 Fairs and Special Field Projects	1	2	443.000	285.000	728.000	0	-34.000	20.000	0	20.000	-34.000	463.000	251.000	714.000	1	2
<b>TOTAL PART B</b>	<b>16</b>	<b>15</b>	<b>5.286.000</b>	<b>2.452.000</b>	<b>7.738.000</b>	<b>230.000</b>	<b>-303.000</b>	<b>250.000</b>	<b>0</b>	<b>480.000</b>	<b>-303.000</b>	<b>5.766.000</b>	<b>2.149.000</b>	<b>7.915.000</b>	<b>17</b>	<b>15</b>
<b>PART C - SUPPORT - DIRECT TO MEMBERS</b>																
C01 Conference Services	5	2	1.367.000	310.000	1.677.000	0	1.000	62.000	0	62.000	1.000	1.429.000	311.000	1.740.000	5	2
C02 Management	9	8	3.947.000	632.000	4.579.000	0	-113.000	48.000	0	48.000	-113.000	3.995.000	519.000	4.514.000	9	8
C03 Communications and Publications	2	4	887.000	250.000	1.137.000	-107.000	-36.000	36.000	0	-71.000	-36.000	816.000	214.000	1.030.000	2	3
<b>TOTAL PART C</b>	<b>16</b>	<b>14</b>	<b>6.201.000</b>	<b>1.192.000</b>	<b>7.393.000</b>	<b>-107.000</b>	<b>-148.000</b>	<b>146.000</b>	<b>0</b>	<b>39.000</b>	<b>-148.000</b>	<b>6.240.000</b>	<b>1.044.000</b>	<b>7.284.000</b>	<b>16</b>	<b>13</b>
<b>PART D - SUPPORT - INDIRECT TO MEMBERS</b>																
D01 Budget and Finance	3	3	1.011.000	269.000	1.280.000	-337.000	63.000	31.000	0	-306.000	63.000	705.000	332.000	1.037.000	2	2
D02 Human Resources	3	2	905.000	272.000	1.177.000	-230.000	-62.000	30.000	0	-200.000	-62.000	705.000	210.000	915.000	2	2
D03 Legal and Contracts	0	0	0	0	0	230.000	154.000	11.000	0	241.000	154.000	241.000	154.000	395.000	1	0
D04 Information and Communication Technology	2	3	780.000	844.000	1.624.000	0	-138.000	36.000	0	36.000	-138.000	816.000	706.000	1.522.000	2	3
D05 General Services	0	7	746.000	1.232.000	1.978.000	460.000	8.000	55.000	0	515.000	8.000	1.261.000	1.240.000	2.501.000	2	7
D06 Provisions	0	0	0	600.000	600.000	0	0	0	0	0	0	0	600.000	600.000	0	0
<b>TOTAL PART D</b>	<b>8</b>	<b>15</b>	<b>3.442.000</b>	<b>3.217.000</b>	<b>6.659.000</b>	<b>123.000</b>	<b>25.000</b>	<b>163.000</b>	<b>0</b>	<b>286.000</b>	<b>25.000</b>	<b>3.728.000</b>	<b>3.242.000</b>	<b>6.970.000</b>	<b>9</b>	<b>14</b>
<b>SUBTOTALS</b>	<b>49</b>	<b>57</b>	<b>18.387.000</b>	<b>8.229.000</b>	<b>26.616.000</b>	<b>246.000</b>	<b>-595.000</b>	<b>717.000</b>	<b>0</b>	<b>963.000</b>	<b>-595.000</b>	<b>19.350.000</b>	<b>7.634.000</b>	<b>26.984.000</b>	<b>51</b>	<b>55</b>
						1,34%	-7,23%	3,90%	0,00%	5,24%	-7,23%					
<b>TOTAL</b>	<b>106</b>		<b>26.616.000</b>			<b>-349.000</b>		<b>717.000</b>		<b>368.000</b>				<b>26.984.000</b>		<b>106</b>
						-1,3%		2,7%		1,4%						

**DRAFT BUDGET 2016-2017**  
**SUMMARY OF 2016-2017 PROPOSALS**  
(in euros)

MAJOR PARTS AND PROGRAMMES  APPROPRIATION LINES	POSTS		2016			2017			2016-2017		
	P	G	STAFF	NON STAFF	TOTAL	STAFF	NON STAFF	TOTAL	STAFF	NON STAFF	TOTAL
<b>A MEMBER RELATIONS</b>											
A01 Regional Programme, Africa	2	2	348.000	143.000	491.000	357.000	120.000	477.000	705.000	263.000	968.000
A02 Regional Programme, Americas	2	2	348.000	143.000	491.000	357.000	120.000	477.000	705.000	263.000	968.000
A03 Regional Programme, Asia and the Pacific	2	2	348.000	143.000	491.000	357.000	120.000	477.000	705.000	263.000	968.000
A04 Regional Programme, Europe	1	2	228.000	83.000	311.000	235.000	69.000	304.000	463.000	152.000	615.000
A05 Regional Programme, Middle East	1	2	228.000	83.000	311.000	235.000	69.000	304.000	463.000	152.000	615.000
A06 Affiliate Members	1	3	283.000	58.000	341.000	292.000	48.000	340.000	575.000	106.000	681.000
<b>TOTAL MEMBER RELATIONS PROGRAMMES</b>	<b>9</b>	<b>13</b>	<b>1.783.000</b>	<b>653.000</b>	<b>2.436.000</b>	<b>1.833.000</b>	<b>546.000</b>	<b>2.379.000</b>	<b>3.616.000</b>	<b>1.199.000</b>	<b>4.815.000</b>
<b>B OPERATIONAL</b>											
B01 Sustainable Development of Tourism	3	2	467.000	132.000	599.000	479.000	110.000	589.000	946.000	242.000	1.188.000
B02 Technical Cooperation	2	3	402.000	94.000	496.000	414.000	79.000	493.000	816.000	173.000	989.000
B03 Statistics and Tourism Satellite Account	2	3	402.000	151.000	553.000	414.000	126.000	540.000	816.000	277.000	1.093.000
B04 Tourism Market Trends	3	1	412.000	151.000	563.000	423.000	126.000	549.000	835.000	277.000	1.112.000
B05 Destination Management and Quality	2	2	347.000	52.000	399.000	357.000	44.000	401.000	704.000	96.000	800.000
B06 Ethics and Social Responsibility	1	1	174.000	52.000	226.000	178.000	44.000	222.000	352.000	96.000	448.000
B07 Themis - Education and Training	0	0	0	146.000	146.000	0	122.000	122.000	0	268.000	268.000
B08 UNWTO Liaison Offices	1	0	119.000	106.000	225.000	122.000	88.000	210.000	241.000	194.000	435.000
B09 Institutional Relations and Resource Mobilization	2	1	292.000	150.000	442.000	301.000	125.000	426.000	593.000	275.000	868.000
B10 Fairs and Special Field Projects	1	2	229.000	137.000	366.000	234.000	114.000	348.000	463.000	251.000	714.000
<b>TOTAL OPERATIONAL PROGRAMME</b>	<b>17</b>	<b>15</b>	<b>2.844.000</b>	<b>1.171.000</b>	<b>4.015.000</b>	<b>2.922.000</b>	<b>978.000</b>	<b>3.900.000</b>	<b>5.766.000</b>	<b>2.149.000</b>	<b>7.915.000</b>
<b>C SUPPORT - DIRECT TO MEMBERS</b>											
C01 Conference Services	5	2	705.000	148.000	853.000	724.000	163.000	887.000	1.429.000	311.000	1.740.000
C02 Management	9	8	1.978.000	247.000	2.225.000	2.017.000	272.000	2.289.000	3.995.000	519.000	4.514.000
C03 Communications and Publications	2	3	402.000	102.000	504.000	414.000	112.000	526.000	816.000	214.000	1.030.000
<b>TOTAL SUPPORT-DIRECT TO MEMBERS PROGRAMME</b>	<b>16</b>	<b>13</b>	<b>3.085.000</b>	<b>497.000</b>	<b>3.582.000</b>	<b>3.155.000</b>	<b>547.000</b>	<b>3.702.000</b>	<b>6.240.000</b>	<b>1.044.000</b>	<b>7.284.000</b>
<b>D SUPPORT - INDIRECT TO MEMBERS</b>											
D01 Budget and Finance	2	2	348.000	166.000	514.000	357.000	166.000	523.000	705.000	332.000	1.037.000
D02 Human Resources	2	2	348.000	105.000	453.000	357.000	105.000	462.000	705.000	210.000	915.000
D03 Legal and Contracts	1	0	119.000	77.000	196.000	122.000	77.000	199.000	241.000	154.000	395.000
D04 Information and Communication Technology	2	3	402.000	353.000	755.000	414.000	353.000	767.000	816.000	706.000	1.522.000
D05 General Services	2	7	621.000	620.000	1.241.000	640.000	620.000	1.260.000	1.261.000	1.240.000	2.501.000
D06 Provisions	0	0	0	300.000	300.000	0	300.000	300.000	0	600.000	600.000
<b>TOTAL SUPPORT-INDIRECT TO MEMBERS PROGRAMME</b>	<b>9</b>	<b>14</b>	<b>1.838.000</b>	<b>1.621.000</b>	<b>3.459.000</b>	<b>1.890.000</b>	<b>1.621.000</b>	<b>3.511.000</b>	<b>3.728.000</b>	<b>3.242.000</b>	<b>6.970.000</b>
<b>T O T A L</b>	<b>51</b>	<b>55</b>	<b>9.550.000</b>	<b>3.942.000</b>	<b>13.492.000</b>	<b>9.800.000</b>	<b>3.692.000</b>	<b>13.492.000</b>	<b>19.350.000</b>	<b>7.634.000</b>	<b>26.984.000</b>

## VI. Actions to be taken by the Executive Council

---

25. The Executive Council is invited:

(a) To recommend the General Assembly to adopt the draft general programme of work and budget of the Organization for the period 2016-2017, for a total amount of 26,984,000 euros, prepared by the Secretary-General in accordance with Article 23(2) of the Statutes, and to authorize the Secretary-General to execute the programme of work and budget for 2016-2017 in accordance with the amounts collected, establishing a plan of expenditure for that purpose and keeping with the satisfactory budgetary practice established in the previous financial years;

(b) To take note of the changes made in the structure of the revised Programme Budget for 2014-2015 and to note with appreciation the Secretary-General's proposal to present a balanced budget for the biennium 2016-2017 with zero nominal growth based on the 2015 budget level, with the budget envelope of 2016 and 2017 being in the same overall amount as the 2015 budget;

(c) To request the General Assembly to approve the proposed scale of contributions for 2016-2017 as modified to reflect the changes in membership and that in the budget, as foreseen in resolution 404(XIII), and which represents 0.0% annual growth in individual country contributions with respect to 2015, except when required by technical changes in the class situation of individual country cases;

(d) To invite the General Assembly to take into account that the level of the budget for 2016 and 2017 will be of 26,984,000 euros, and to endorse that the budgetary income approved for the next period should be provided by the contributions of the Full and Associate Members in the amounts of 12,556,000 euros for 2016, and 12,745,000 euros for 2017, and that the balance to be financed should be covered by the contributions of the Affiliate Members and the other sources of funding referred to in the corresponding document taking into account there might be adjustments necessary in case of new Members' joining or withdrawing from the Organization; and to agree that, in accordance with resolution 526(XVII), the contributions of the Associate Members be divided into two separate categories, each being 10% lower than the contribution of the Full Members in groups 13 and 9 respectively;

(e) To take note that in accordance with General Assembly resolution 619(XX), a direct deduction of 40 per cent for countries in the last group with a population equal to or less than 200,000 inhabitants has been applied on the scale of contributions for the period 2016-2017 and this deduction was also applied to all those countries that have the status of island and which are in the last group of the scale, regardless of whether they are located in a higher group before applying the additional deduction for small population in economic and technical factors;

(f) To request the General Assembly to adopt the recommendation of the Executive Council to maintain the contribution of the Affiliate Members at 2,400 euros per year for the period 2016-2017 and to support the decision CE/DEC/20(XCV) taken by the Executive Council on proposed deductions for specific members as outlined in document CE/95/6(c);

(g) To invite the General Assembly to support the Secretariat to further continue with its efforts in cost savings and control of expenditures and to take note that the Programme and Budget does not include extrabudgetary funds, which will be added to the Organization's output as they reinforce the resources and thus the activities of the Organization, especially on the subject of technical cooperation; and



(h) To commend the members of the Programme and Budget Committee and its Chair for their valuable contributions to the preparation of the Organization's draft programme of work for 2016-2017.

---

**Annex I. Contributions of the Full, Associate and Affiliate Members**

---

1. With regard to the financing of the Organization's budget, Article 25.1 of the Statutes stipulates that:

*"1. The budget of the Organization, covering its administrative functions and the general programme of work, shall be financed by contributions of the Full, Associate and Affiliate Members, according to a scale of assessment accepted by the Assembly and from other possible sources of receipts for the Organization in accordance with the Financing Rules which are attached to these Statutes and form an integral part thereof."*

2. It can be seen in the following table that the part of the budget to be financed with the contributions of the Full Members is 12,365,342 euros for 2016 and 12,546,355 euros for 2017. The above-mentioned amounts have been apportioned among 157 Full Members by applying the formula for calculating the contributions of the Member States. The estimates of contributions have been made in accordance with the statistical data provided by the United Nations, concerning Gross National Income and population, available to the UNWTO as of February 2015, and which were used by the UN to calculate the contributions of its members. This statistical data is the same used to calculate the contribution scale for the 2014-2015 biennium, whose reference period is 2005-2010, and has not led to any changes in the groups among Members in the scale.

3. The total number of Full Members included in the scale of contributions for the period 2016-2017 has changed with respect to the period 2014-2015. The entry of Trinidad and Tobago, Samoa and Barbados as new Members has been taken into account as well as the withdrawal of Norway. As a result of this modification in the composition of the Full Members, steps have been taken to adjust the scale of contributions in accordance with the recommendation made by the General Assembly in its resolution 404(XIII). The number of groups remains at thirteen.

4. According to General Assembly resolution 619(XX), a direct deduction of 40 per cent for countries in the last group with a population equal to or less than 200,000 inhabitants has been applied on the scale of contributions for the period 2016-2017. In accordance with the above-mentioned resolution this deduction was also applied to all those countries that have the status of island and which are in the last group of the scale, regardless of whether they are located in a higher group before applying the additional deduction for small population in economic and technical factors.

5. It should also be noted that on the recommendation of the Assembly, by virtue of the resolution cited in the previous paragraph, a limit of 7.5 per cent for 2016 and of 7.5 per cent for 2017 has been applied to increases in contributions in the case of those Members whose contributions would rise beyond this percentage as a result of moving to a higher group in the scale of contributions. Likewise, similar operations have also been made to limit the reduction in contributions as a result of Members moving to a lower group, in order to balance the income from contributions.

6. After the application of the above-mentioned limits, the Secretary-General proposes that contributions for 2016 and 2017 increase by 0.0 per cent annually in relation to the contributions approved for 2015 for those Members that do not change group and are not subject to adjustment of their contribution because of an earlier change in group. According to the measures established at the seventeenth General Assembly in resolution A/RES/526(XVII), the Members Flanders; Hong Kong, China; and Macau, China, were included in a separate category from other Associate Members based on 90% of the contribution due for Full Members in Group 9. The contribution of the rest of the Associate Members is maintained at 90% of the minimum contribution of the Full Members. The total

---

amount to be financed by the Associate Members is 190,248 euros for 2016 and 199,094 euros for 2017.

7. Concerning Affiliate Members, the Secretary-General proposes to the General Assembly that the contribution fee of the Affiliate Members remain at the same level as during the period 2014-2015, amounting to 2,400 euros per year. Of this amount, 1,400 euros will be allocated as a contribution to the Organization's budget, 400 euros for free annual access to UNWTO's E-library and 600 euros assigned to their own activities. The total budgeted income to be financed by the 445 current Members is 603,000 euros for each year of the next period. It is also noted that a deduction on this fee in 2016 and 2017 for specific Members has been applied in accordance to Executive Council decision CE/DEC/20(XCV) as outlined in document CE/95/6(c).

8. Annex I shows the scale of contributions of the Full and Associate Members for 2016 and 2017, expressed in euros, in accordance with decision CE/DEC/10(LXIII-LXIV) of the Executive Council.

Member States	Comparative Scale in Euros				
	2015	2016		2017	
	(A) Assessed Contribution 2015	(B) Final Contribution	(C) Diference in %	(D) Final Contribution	(E) Diference in %
1 Japan	342.766	342.766	0,00	342.766	0,00
2 Germany	342.766	342.766	0,00	342.766	0,00
3 France	342.766	342.766	0,00	342.766	0,00
4 China, Total	342.766	342.766	0,00	342.766	0,00
5 Italy	342.766	342.766	0,00	342.766	0,00
6 Spain	342.766	342.766	0,00	342.766	0,00
7 Australia	308.834	321.343	4,05	321.343	0,00
8 Brazil	222.553	239.244	7,50	257.187	7,50
9 Russian Federation	222.553	239.244	7,50	257.187	7,50
10 Netherlands	291.241	313.084	7,50	321.343	2,64
11 Switzerland	214.229	214.229	0,00	214.229	0,00
12 Mexico	214.229	214.229	0,00	214.229	0,00
13 Republic of Korea	214.229	214.229	0,00	214.229	0,00
14 Turkey	214.229	214.229	0,00	214.229	0,00
15 Austria	214.229	214.229	0,00	214.229	0,00
16 Greece	203.518	203.518	0,00	203.518	0,00
17 United Arab Emirates	203.518	203.518	0,00	203.518	0,00
18 Poland	203.518	203.518	0,00	203.518	0,00
19 Qatar	134.076	144.131	7,50	154.941	7,50
20 Saudi Arabia	175.699	188.876	7,50	203.042	7,50
21 India	174.744	187.850	7,50	201.939	7,50
22 Portugal	203.518	203.518	0,00	203.518	0,00
23 Malaysia	160.671	160.671	0,00	160.671	0,00
24 Thailand	160.671	160.671	0,00	160.671	0,00
25 Kuwait	160.671	160.671	0,00	160.671	0,00
26 Israel	140.560	151.102	7,50	160.671	6,33
27 Czech Republic	140.560	151.102	7,50	160.671	6,33
28 South Africa	160.671	160.671	0,00	160.671	0,00
29 Argentina	117.132	125.917	7,50	128.538	2,08
30 Venezuela (Bolivarian Republic of)	79.650	85.624	7,50	92.046	7,50
31 Croatia	128.538	128.538	0,00	128.538	0,00
32 Indonesia	117.132	125.917	7,50	128.538	2,08
33 Egypt	128.538	128.538	0,00	128.538	0,00
34 Hungary	128.538	128.538	0,00	128.538	0,00
35 Slovenia	107.114	107.114	0,00	107.114	0,00
36 Chile	107.114	107.114	0,00	107.114	0,00
37 Iran (Islamic Republic of)	70.279	75.550	7,50	81.217	7,50
38 Monaco	37.832	40.669	7,50	43.719	7,50
39 Slovakia	79.650	85.624	7,50	92.046	7,50
40 Lebanon	97.527	104.841	7,50	107.114	2,17
41 Romania	70.279	72.838	3,64	72.838	0,00
42 Colombia	70.279	72.838	3,64	72.838	0,00
43 Morocco	83.816	77.530	-7,50	72.838	-6,05
44 Oman	72.838	72.838	0,00	72.838	0,00
45 Ukraine	72.838	72.838	0,00	72.838	0,00
46 Bahrain	57.460	61.769	7,50	66.402	7,50
47 Philippines	72.838	72.838	0,00	72.838	0,00
48 Bulgaria	64.268	64.268	0,00	64.268	0,00

49	Dominican Republic	64.268	64.268	0,00	64.268	0,00
50	Trinidad and Tobago	64.268	64.268	0,00	64.268	0,00
51	Kazakhstan	64.268	64.268	0,00	64.268	0,00
52	Lithuania	64.268	64.268	0,00	64.268	0,00
53	Libya	64.268	64.268	0,00	64.268	0,00
54	Cyprus	64.268	64.268	0,00	64.268	0,00
55	Peru	64.268	64.268	0,00	64.268	0,00
56	San Marino	52.709	56.662	7,50	60.912	7,50
57	Syrian Arab Republic	64.268	64.268	0,00	64.268	0,00
58	Cuba	64.268	64.268	0,00	64.268	0,00
59	Uruguay	58.567	62.960	7,50	64.268	2,08
60	Costa Rica	64.268	64.268	0,00	64.268	0,00
61	Viet Nam	40.638	43.685	7,50	46.962	7,50
62	Tunisia	64.268	64.268	0,00	64.268	0,00
63	Jordan	64.268	64.268	0,00	64.268	0,00
64	Algeria	58.567	62.960	7,50	64.268	2,08
65	Panama	53.558	53.558	0,00	53.558	0,00
66	Mauritius	53.558	53.558	0,00	53.558	0,00
67	Jamaica	53.558	53.558	0,00	53.558	0,00
68	Serbia	48.765	52.422	7,50	53.558	2,17
69	Iraq	35.139	37.775	7,50	40.608	7,50
70	Belarus	43.686	46.963	7,50	50.485	7,50
71	Gabon	53.558	53.558	0,00	53.558	0,00
72	Albania	51.774	53.558	3,44	53.558	0,00
73	Ecuador	53.558	53.558	0,00	53.558	0,00
74	Brunei Darussalam	53.558	53.558	0,00	53.558	0,00
75	Botswana	53.558	53.558	0,00	53.558	0,00
76	Nigeria	35.139	37.775	7,50	40.608	7,50
77	Angola	35.139	37.775	7,50	40.608	7,50
78	Azerbaijan	35.139	37.775	7,50	40.608	7,50
79	Guatemala	48.201	48.201	0,00	48.201	0,00
80	Bahamas	48.201	48.201	0,00	48.201	0,00
81	Bosnia and Herzegovina	40.638	43.685	7,50	46.962	7,50
82	Pakistan	35.139	37.775	7,50	40.608	7,50
83	Andorra	48.201	48.201	0,00	48.201	0,00
84	Namibia	48.201	48.201	0,00	48.201	0,00
85	Equatorial Guinea	29.124	31.308	7,50	33.656	7,50
86	El Salvador	48.201	48.201	0,00	48.201	0,00
87	Malta	37.832	40.669	7,50	43.719	7,50
88	The former Yug.Rep.of Macedonia	35.139	37.775	7,50	40.608	7,50
89	Turkmenistan	35.139	37.775	7,50	40.608	7,50
90	Sri Lanka	32.134	32.134	0,00	32.134	0,00
91	United Rep.of Tanzania (incl.Zanzibar)	32.134	32.134	0,00	32.134	0,00
92	Armenia	32.134	32.134	0,00	32.134	0,00
93	Sudan	29.284	31.480	7,50	32.134	2,08
94	Yemen	29.284	31.480	7,50	32.134	2,08
95	Ghana	32.134	32.134	0,00	32.134	0,00
96	Georgia	32.134	32.134	0,00	32.134	0,00
97	Barbados		32.134		32.134	0,00
98	Montenegro	32.134	32.134	0,00	32.134	0,00
99	Cambodia	32.134	32.134	0,00	32.134	0,00
100	Honduras	32.134	32.134	0,00	32.134	0,00
101	Kenya	32.134	32.134	0,00	32.134	0,00
102	Bangladesh	29.284	31.480	7,50	32.134	2,08
103	Paraguay	29.284	31.480	7,50	32.134	2,08
104	Swaziland	29.284	31.480	7,50	32.134	2,08
105	Bolivia	29.284	31.480	7,50	32.134	2,08
106	Senegal	29.284	31.480	7,50	32.134	2,08
107	Fiji	29.284	31.480	7,50	32.134	2,08
108	Mongolia	29.284	31.480	7,50	32.134	2,08
109	Uganda	29.284	31.480	7,50	32.134	2,08
110	Congo	29.284	31.480	7,50	32.134	2,08
111	Cameroon	29.284	31.480	7,50	32.134	2,08

112	Côte d'Ivoire	26.779	26.779	0,00	26.779	0,00
113	Uzbekistan	26.779	26.779	0,00	26.779	0,00
114	Moldova, Republic of	26.779	26.779	0,00	26.779	0,00
115	Timor-Leste	26.354	26.779	1,61	26.779	0,00
116	Nicaragua	26.779	26.779	0,00	26.779	0,00
117	Ethiopia	26.779	26.779	0,00	26.779	0,00
118	Kyrgyzstan	26.779	26.779	0,00	26.779	0,00
119	Maldives	26.779	26.779	0,00	26.779	0,00
120	Zimbabwe	26.779	26.779	0,00	26.779	0,00
121	Lao People's Democ.Republic	26.779	26.779	0,00	26.779	0,00
122	Nepal	26.779	26.779	0,00	26.779	0,00
123	Zambia	26.779	26.779	0,00	26.779	0,00
124	Democratic People's Rep.of Korea	26.779	26.779	0,00	26.779	0,00
125	Myanmar	26.779	26.779	0,00	26.779	0,00
126	Mali	26.779	26.779	0,00	26.779	0,00
127	Madagascar	26.779	26.779	0,00	26.779	0,00
128	Mauritania	26.779	26.779	0,00	26.779	0,00
129	Haiti	26.779	26.779	0,00	26.779	0,00
130	Benin	26.779	26.779	0,00	26.779	0,00
131	Seychelles	21.682	20.056	-7,50	18.552	-7,50
132	Papua New Guinea	26.779	26.779	0,00	26.779	0,00
133	Lesotho	26.779	26.779	0,00	26.779	0,00
134	Mozambique	26.779	26.779	0,00	26.779	0,00
135	Tajikistan	26.779	26.779	0,00	26.779	0,00
136	Rwanda	26.779	26.779	0,00	26.779	0,00
137	Cape Verde	21.422	21.422	0,00	21.422	0,00
138	Burkina Faso	26.779	26.779	0,00	26.779	0,00
139	Bhutan	24.101	24.101	0,00	24.101	0,00
140	Samoa		16.067		16.067	0,00
141	Chad	26.779	26.779	0,00	26.779	0,00
142	Togo	26.779	26.779	0,00	26.779	0,00
143	Vanuatu	21.422	21.422	0,00	21.422	0,00
144	Afghanistan	26.779	26.779	0,00	26.779	0,00
145	Gambia	26.779	26.779	0,00	26.779	0,00
146	Niger	26.779	26.779	0,00	26.779	0,00
147	Djibouti	24.101	24.101	0,00	24.101	0,00
148	Guinea-Bissau	26.779	26.779	0,00	26.779	0,00
149	Eritrea	26.779	26.779	0,00	26.779	0,00
150	Malawi	26.779	26.779	0,00	26.779	0,00
151	Guinea	26.779	26.779	0,00	26.779	0,00
152	Central African Republic	26.779	26.779	0,00	26.779	0,00
153	Sierra Leone	26.779	26.779	0,00	26.779	0,00
154	Liberia	26.779	26.779	0,00	26.779	0,00
155	Democratic Republic of the Congo	26.779	26.779	0,00	26.779	0,00
156	Sao Tome and Principe	17.344	16.067	-7,36	16.067	0,00
157	Burundi	26.779	26.779	0,00	26.779	0,00

Subtotal Full Members		12.365.342		12.546.355	
-----------------------	--	------------	--	------------	--

#### Associate Members

1	Flanders	36.572	39.315	7,50	42.264	7,50
2	HongKong	36.572	39.315	7,50	42.264	7,50
3	Macao	36.572	39.315	7,50	42.264	7,50
4	Aruba	24.101	24.101	0,00	24.101	0,00
5	Puerto Rico	24.101	24.101	0,00	24.101	0,00
6	Madeira	24.101	24.101	0,00	24.101	0,00

Subtotal Associate Members		190.248		199.094	
----------------------------	--	---------	--	---------	--

<b>Total Full and Associate Members</b>		<b>12.555.590</b>		<b>12.745.449</b>	
---	--	-------------------	--	-------------------	--

## Annex II. Evolution of Consumer Price Index and Statutory Cost Adjustments

---

1. This annex is provided for information on price adjustments. Due to the nature of these adjustments prices have an impact on the expenses incurred by the Secretariat, irrespective as to whether an additional budget provision is made for them or not.

2. Inflation: As most of UNWTO expenses are incurred at Headquarters, the relevant inflation indicator is the Consumer Price Index for Spain (General), as provided by the “Instituto Nacional de Estadística (INE)” <http://www.ine.es/>.

3. For the years 2015 and beyond, the “INE” does not provide inflation forecasts. By contrast, IMF does indicate inflation forecasts (WEO October 2014) (please refer to: (<http://www.imf.org/external/pubs/ft/weo/2014/update/02/index.htm>)) showing for Spain an inflation rate of 0.8% in 2015, 0,9% in 2016 and 1.1% for 2017. The European Commission’s economic forecasts published in February 2015 also anticipated inflation of 1,1% in 2016 in Spain. Inflation rate in Spain in 2014 has been effectively -1.0% according to INE, which is expected to be balanced with an inflation increase of about the same amount in 2015. The Secretary-General has considered reasonable to choose a 1.1% inflation rate for both 2016 and 2017 as average inflation forecasts made by the IMF and the European Commission.

4. The remuneration of staff in the Professional and higher categories consists of a base salary and a post adjustment. The base salary scale is published, and periodically updated, by the International Civil Service Commission (ICSC) in New York. The ICSC also publishes a monthly post adjustment index, reflecting the evolution of the cost of living at UNWTO’s Headquarters. Since UNWTO is a specialized agency of the United Nations, it cooperates with ICSC periodically in conducting “Place to place surveys” to determine the level of the cost of living at Madrid for United Nations system officials. The last such survey was conducted in September 2010. The survey resulted in a 0.92 per cent increase in the post adjustment for Madrid. A new survey would normally be conducted after five years. The cost estimates for this staff category in 2016-2017 have been based on the planned staffing level for the biennium, taking as reference the base and pensionable salary scales in force on 1 January 2015, statutory increments due, plus a provision for growth of 1.1% for the possible annual increase in the cost of living. However, due to budgetary restrictions, staff costs in this category have been adjusted downwards for 2016-2017 by around 12% which means not being able to fill some vacancies in this category during the biennium. The estimated costs for General Service staff for 2016-2017 are based on the budgeted staffing level in this category. The salary scale for General Service officials is published by the ICSC and is expressed in euros. Since April 2004, the ICSC has determined the annual increases by reference to the Spanish cost of living index. The salary scale effective 1 October 2013 has been used to determine staff costs in this category, after making allowance for statutory increments and the 1.1 % annual increase in the cost of living for Madrid. This new scale has been established by the United Nations on the basis of the results of the comprehensive survey carried out in Madrid in October 2013. Nevertheless, as mentioned before, the staff cost in this category also had to be adjusted downwards 12%. The combined effect of these budgetary adjustments in both categories would have to be compensated through the non-filling of vacant positions by some 12 per cent resulting in an effective decline in the staff strength on positions effectively filled.

5. The basis for calculating contributions to the United Nations Joint Staff Pension Fund (UNJSPF) is unchanged with respect to the period 2014-2015. In effect, of the total contribution rate of 23.7 per cent (the rate currently applicable in the UNJSPF), the two-thirds financed by the Organization will amount in this case to 15.8 per cent of pensionable remuneration for the financial years 2016 and 2017. It should be mentioned that the contribution to the fund must be in U.S. dollars. If the U.S. dollar

continues to strengthen against the euro, UNWTO's contribution to the Fund may result in significant additional costs.

6. For the purpose of the 2016-2017 budget, a 1.1 % increase of the staff health and accident insurance premium rates over the premium rate fixed for 2008 is expected in 2016-2017. As a result, the rate foreseen to be contributed by the Organization is equal to 7.67 per cent for 2016 and 2017 of gross staff remuneration.

7. The International Civil Service Commission (ICSC) in New York provides a monthly schedule of daily subsistence allowance (DSA) rates for those places where the United Nations has ongoing project activity or where officials of the organization are obliged to visit. This allowance is intended to account for lodging, meals, transfers and other expenses of United Nations staff while on mission. The circular is revised monthly, by the 5th of the month, in response to exchange rate fluctuations, as well as on the basis of up-to-date hotel and restaurant data. No increase in these costs has been estimated for the 2016-2017 budget.



### Annex III. Schedule of established posts

UNWTO proposes to continue with the approved 106 positions. The distribution for 2016-2017 maintains the total number of posts but with a variation of two more position in the Professional and Higher category and two less in the General Service category. As explained in the budget proposal, it will be necessary to maintain a number of vacancies unfilled in the range of 12% due to budgetary restrictions.

	Number of Posts			
	2010/2011	2012/2013	2014/2015	2016/2017
Secretary General	1	1	1	1
Deputy Secretary General/ Executive Directors	1	3	3	3
Assistant Secretary General	1	0	0	0
P-level and higher categories	45	44	45	47
General Service	58	58	57	55
Total	106	106	106	106