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Recommendation by the Executive Council to the General Assembly of a nominee for the post of Secretary-General for the period 2018-2021

I. Introduction

1. In accordance with Rule 29 of its Rules of Procedure, the Executive Council is required to recommend to the Assembly a nominee for appointment to the post of Secretary-General. In accordance with the procedure prescribed by the last session of the Executive Council (decision CE/DEC/15(CIV)), as at 11 March 2017, 24:00 hours, Madrid time, the deadline for the submission of candidatures in accordance with the aforementioned decision, the following valid candidatures were received, complete and duly accompanied by the required documents (letter of the candidate, curriculum vitae, statement of policy and management intent and a certificate of good health signed by a recognized medical facility), along with the letter of support from the Government of the country endorsing a candidate (listed in alphabetical order of the Member State):

<u>Armenia</u> ¹ :	Mr. Vahan Martirosyan submitted with the support of the Government of Armenia and received on 10 March 2017;
<u>Brazil</u> :	Mr. Márcio Favilla submitted with the support of the Government of Brazil and received on 6 March 2017;
<u>Colombia</u> :	Mr. Jaime Alberto Cabal Sanclemente submitted with the support of the Government of Colombia and received on 6 March 2017;
<u>Georgia</u> :	Mr. Zurab Pololikashvili submitted with the support of the Government of Georgia and received on 2 December 2016;
<u>Republic of Korea</u> :	Ms. Young-shim Dho submitted with the support of the Government of the Republic of Korea and received on 24 February 2017;
<u>Seychelles</u> :	Mr. Alain St. Ange submitted with the support of the Government of Seychelles and received on 18 January 2017;
<u>Zimbabwe</u> :	Mr. Walter Mzembe submitted with the support of the Government of Zimbabwe and received on 4 March 2017.

2. On 15 March 2017, a note verbale was sent to all Member States informing them of the candidatures received.

¹ On 10 April 2017, the Secretary-General received an e-mail from Mr. Vahan Martirosyan informing him that “due to unforeseen circumstances” he was withdrawing his candidature for the post of UNWTO Secretary-General.



3. All the documents required by the above-mentioned procedure were provided by the candidates listed in paragraph 1 above and the seven candidatures are in compliance with the rules established by the Council. The curriculum vitae and the statements of policy and management intent submitted by each candidate are annexed to this document (in Spanish alphabetical order of their surnames). The translation of the documents into French and/or Spanish has been either submitted to the Secretariat by the candidate, as in the case of Mr. Jaime Alberto Cabal Sanclemente, Ms. Young-shim Dho and Mr. Walter Mzembi, or provided by the Secretariat, in the case of the rest of the candidates.

4. The rules of procedure for the election of the Secretary-General are laid down in Article 22 of the Statutes and Rules 29 and 16 of the Council's Rules of Procedure. All the clarifications on the subject made in document CE/104/9, endorsed by the Council at its previous session, are also reproduced herein in case delegations may need them during the election process.

II. Reminder of the rules and procedure in force for the election of the Secretary-General of the Organization (2018-2021)

A. Statutory and regulatory texts

5. Article 22 of the Statutes:

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

6. Rule 29 of the Rules of Procedure of the Executive Council:

"1. The Council shall recommend to the Assembly a nominee for appointment to the post of Secretary-General.

2. The recommendation shall be made at a private meeting of the Council.

3. The recommendation shall be made by a simple majority of the Members of the Council present and voting. If no candidate receives the majority in the first ballot, a second and, if necessary, subsequent ballots shall be held to decide between the two candidates receiving the largest number of votes in the first ballot. "

7. Rule 16 of the Rules of Procedure of the Executive Council:

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

B. Procedure for the nomination of the Secretary-General of the World Tourism Organization

8. The document approved by the Council at its 104th session in Luxor, Egypt, (CE/104/9) referred to above, summarized the relevant Council decisions that have been consistently applied for the nomination for the post of the Secretary-General since 1992. They provide the following rules and procedure:

(a) Only nationals of States Members of UNWTO may be candidates;

(b) Candidates shall be formally proposed to the Council, through the Secretariat, by the governments of the States of which they are nationals, and these proposals should be received not

later than (date to be determined), the postmark providing proof thereof;

(c) voting shall be conducted by secret ballot in accordance with the Guiding Principles for the Conduct of Elections by Secret Ballot attached to the Rules of Procedure of the General Assembly;

(d) the vote shall be decided in accordance with Article 30 of the Statutes and Rule 28 of the Council's Rules of Procedure, by simple majority, defined as fifty per cent plus one of the valid ballots cast;

(e) the selection of one nominee by the Council shall be conducted, in accordance with Rule 29 of the Council's Rules of Procedure, during a private meeting, part of which shall be a restrictive meeting, as follows:

(i) discussion of candidates shall be conducted during a restrictive private meeting at which only voting delegations and interpreters shall be present; there shall be no written record and no tape recording of the discussions;

(ii) during the balloting Secretariat staff necessary to assist with the voting shall be admitted;

(f) the Executive Council decides not to recommend a candidate proposed by the government of a member State in unjustified arrears (paragraph 12 of the Financing Rules attached to the Statutes);

(g) the Council shall select only one nominee to recommend to the Assembly.

9. Since 1997, the nominees for election to the post of Secretary-General have made an oral presentation of their candidature and intentions during the Council's nominating session. Called in the Spanish alphabetical order of their surnames, the nominees were allotted equal time for making their presentations, which were not followed by discussions. A time limit of 10 minutes may be proposed

10. In accordance with Rule 29(3) of the Rules of Procedure of the Executive Council, the recommendation to the Assembly of a nominee for appointment to the post of Secretary-General:

"shall be made by a simple majority of the Members of the Council present and voting. If no candidate receives the majority in the first ballot, a second and, if necessary subsequent ballots shall be held to decide between the two candidates receiving the largest number of votes."

11. In accordance with the constant practice of the Organization, recalled in decision 17(XXIII) of 1984, a simple majority is "defined as 50 per cent plus one of the valid ballots cast". This rule was confirmed in 1988 and 1992 (decisions 19(XXXIV) and 19(XLIV). In the event of an odd number, it seems in conformity with logic, with the ordinary meaning of words and with the dominant practice, to define it rather as representing the number of votes immediately higher than half of the votes validly cast². After counting the votes, the tellers are responsible for determining the number of votes necessary to constitute the majority required, as defined above.

12. On the procedures of the "second" and "subsequent ballot" mentioned in Rule 29(3), if they were necessary, the clarifications provided by the Legal Adviser in the Information Document for the Election of the Secretary-General in 1989 and confirmed in 2008 (decision 16(LXXXIV)) would apply in the event that two candidates should share the second place in the first ballot. The consequence would be that another ballot (and as many additional as necessary for achieving the required majority) would be organized

² CE/84/12 Add.1. Summary note by the Legal Adviser on the procedure and timetable for the election of the Secretary-General of the Organization for the period 2010-2013.

between the three candidates to decide which two candidates, having received the greatest number of votes, will subsequently participate in the final ballot.

13. Representation of a State by another Full Member of the Organization during the election of the nominee will follow resolution 591(XIX) adopted during the 19th session of the General Assembly in Gyeongju, Republic of Korea, in 2011. If a Full Member is unable to participate in the voting, it can be represented by a member of another State's delegation, provided it submits a formal letter or fax signed by the competent authority designating the individual that will represent it and, if applicable, giving him/her the power to vote on its behalf. It should be noted that, unless the items for which the power to vote is given are clearly specified, it will be understood that the delegate has full powers to cast a vote on behalf of the Government he/she is representing by proxy on any agenda item. Delegations are requested to avoid having more than one delegate representing another State for an orderly conduct of business.

14. It is recalled that Members to which Article 34 of the Statutes and paragraph 13 of the Financing Rules attached to the Statutes are being applied at the time of the election are deprived of the Member's privileges in the form of services and the right to vote in the Assembly and the Council unless they have been granted a temporary exemption from the application of such provisions by the Assembly.

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

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

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

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

Restrictive private meeting

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

Normal private meeting

18. During the normal private meeting, the Executive Council votes to select a nominee to the post of Secretary-General. This meeting may be attended by Full, Associate and Affiliate Members (though, of course, without participating in the vote), which, according to the provisions of Rule 1 of the Rules of Procedure of the Executive Council, have the right to participate in the work of the Council. Thus, the normal private meeting, during which the vote will be held, may be attended by:

- (a) the Members of the Executive Council, including the host State of the Organization, Permanent Member, whose delegations must be composed in accordance with Rule 31 of the Rules of Procedure of the Executive Council: *"The delegation of each Full Member of the Council*

shall consist of one delegate, who may be accompanied by one or more advisers entitled to act as alternates”;

- (b) one delegate of an Associate Member;
- (c) one representative of the Affiliate Members;
- (d) Full Members that are not Members of the Executive Council, in an observer capacity;
- (e) Members responsible for the chairmanship of the Regional Commissions specifically invited to participate in the Council in accordance with Rule 6(7) of the Rules of Procedure of the Executive Council;
- (f) Secretariat officials designated by the Secretary-General and necessary for the conduct of the vote;
- (g) the interpreters.

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

19. Presence of the candidates at the private meeting (restrictive and normal) of the Council during nomination of the Secretary-General: it is the generally accepted practice in international organizations that candidates should not be present. Nevertheless, if the Council so decides, candidates may be heard by the Council when discussion of the agenda item in question begins. This practice was observed in both 1997 and 2001, with the candidates being called to address the Council, under the same conditions and in alphabetical order.

20. Discussion during the vote itself: no discussion or intervention may take place during the vote itself, which may not be interrupted under any circumstances, except in the case of force majeure or purely technical problems.

21. Suspension or adjournment of the meeting in the event of two or more ballots: according to Rule 23 of the Rules of Procedure of the Executive Council, suspension or adjournment of the meeting may be proposed by a delegate and decided upon by the Council by a simple majority of Members present and voting. A motion to suspend or adjourn the meeting cannot be debated and must be immediately put to the vote. It should be noted that the practice at UNWTO has always been for the Executive Council to proceed immediately with as many ballots as necessary, without suspending or adjourning the meeting.

III. Actions to be taken by the Executive Council

22. The Executive Council is invited:

- (a) To recall Article 12(c) of the Statutes and Rule 29(1) of its Rules of Procedure;
- (b) To proceed with the election of a nominee for the post of Secretary-General for the period 2018-2021 in accordance with the rules and procedure established in CE/104/9 by its decision 15(CIV); and
- (c) To recommend to the 22nd session of the General Assembly the appointment of the nominee elected by the Council during its 105th session.

Annex: Candidatures for the post of Secretary-General for the period 2018-2021

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A. Curriculum vitae and statement of policy and management intent of Mr. Jaime Alberto Cabal Sanclemente submitted with the support of the Government of Colombia and received on 6 March 2017

<p>JAIME ALBERTO CABAL SANCLEMENTE Candidate of Colombia for the position of Secretary General WORLD TOURISM ORGANIZATION –UNWTO (2018-2021) jaime.cabal@cancilleria.gov.co / (+43) 676 3522822</p>	 Libertad y Orden República de Colombia
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Ambassador of Colombia to the Federal Republic of Austria and non-resident Ambassador to Croatia, Slovakia, Slovenia, Hungary, Montenegro, Czech Republic and Serbia and Permanent Representative to the United Nations and other International Organizations based in Vienna (since March 2014)
Ambassador of Colombia to South Korea and non-resident Ambassador to Philippines and Mongolia (2011 – 2014)
President of the Colombian Hotel and Tourism Association - COTELCO (2002 – 2011)
Minister for Economic Development of Colombia (Tourism, Industry and Commerce)(1999–2000)
President of the Colombian Business Associations Council (1998 – 1999)

1. Professional experience and skills

Jaime Alberto Cabal, former Minister of Colombia and Ambassador since March 2011, occupied different positions in the corporate and business association sector. He has assumed governmental responsibilities as well as diplomatic and academic activities distinguishing himself by his leadership and management, geared towards the creation and transformation of organizations with a high impact on the socio-economic development of the country, and by his entrepreneurship, creation of employment, job and education opportunities.

His expertise and professional competence are related to the design and implementation of public policies for the development of strategic sectors and the socio-economic and sustainable development of the country, especially in the industrial and tourism sector, and are associated with the creation, set-up, restructuring and planning of organizations, business associations and companies as well as with the design and launch of programs, projects and actions that impact different sectors and regions.

Throughout his career, he also served as director of social organizations for the development of NGOs in Colombia, as president of the Colombian Small and Medium Enterprises Business Association – ACOPI, as CEO of the company Danaranjo S.A., and as senior consultant of the former European Economic Community in the field of social projects on business development with residence in Spain and, subsequently, in Switzerland and England.

2. Academic and professional training

Industrial Engineer from the Javeriana University in Bogota with studies in English Language and Economy from Georgetown University and Master's Degree in Economy from the American University in Washington D.C. He also holds postgraduate degrees in Senior Management from the Los Andes University and Inalde Business School in Bogota D.C. Likewise, he specialized in Entrepreneurship and Management for Small and Medium-Sized Enterprises and in Management of Social Companies at the University of South Carolina, the IE Business School in Madrid and the Complutense University in Spain.

In addition to Spanish, through his training and professional experience, he is fluent in English as a business language.

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3. Professional achievements

He made important achievements throughout his professional career regarding the support of social organizations, entrepreneurs and small enterprises by launching programs like the microcredit, the creation of new companies and the introduction of public policies and their integration on a global level.

As Minister for Economic Development, he promoted and passed important laws for the strengthening of vulnerable sectors and companies, pointing out Law 590 for the Support of Micro, Small and Medium-Sized Enterprises, Law 550 for the Salvation and Restructuring of Companies, and Law 546 for Social Housing. He also promoted the creation of funds and microcredit programs as well as the international cooperation with important agencies of different countries and the United Nations, like UNIDO and UNPD among others.

In the field of diplomacy, as Ambassador to South Korea, he contributed to the negotiation of the Free Trade Agreement between the two countries, to the increase of cooperation and business activities in the field of Colombian exports and investments by Korean companies, and to the institutional strengthening of the Embassy. In Austria and the concurrent countries, he has distinguished himself by instigating the reopening and opening of Embassies in Colombia, by driving forward important cooperation projects especially in the business sector of Colombia and by establishing investments in Colombia by companies of these countries.

As Permanent Representative of Colombia to the United Nations Organization and other International Organizations based in Vienna, he represents the country's interests at the United Nations Office on Drugs and Crime – UNODC, the International Atomic Energy Agency – IAEA, and the United Nations Industrial Development Office – UNIDO, among others.

3.1 In the tourism sector

His achievements and results in the tourism sector are noteworthy. Under his leadership as President of the Colombian Hotel and Tourism Association, he contributed to the generation of new initiatives for the development and strengthening of this sector through Law 1101 on Tourism, through the promotion of Law 788 on Tax Exemption for the Construction and Renovation of Hotels, and by reforming the Colombian Tourism Promotion Fund – FONTUR. He also proposed to link PROEXPORT, today known as PROCOLOMBIA, to the international promotion of tourism.

The initiation of important cooperation programs with more than 15 countries conducting international training programs for more than 950 Colombian entrepreneurs has been highly recognized by leaders of the tourism sector. He has also been the precursor of projects focused on tourism quality, sustainable development, eco-efficient hotels, and social responsibility.

He represented the tourism sector at the executive boards of PROCOLOMBIA, FONTUR and the Country Brand “Colombia es Pasión”. He served as President of the Colombian Chamber of Tourism and the Ibero-American Hotel Association.

Concerning the World Tourism Organization: In his capacity as Minister, he contributed to the insertion of Colombia in the Organization, and as a business leader he contributed to the promotion of Colombia as the host venue for the 17th UNWTO World Assembly, which was celebrated in Cartagena in 2007, and during several years, he held the vice-presidency of the Organization's Affiliate Members. He also organized and participated as lecturer in important seminars and fora of the Organization.

3.2 Other achievements and accomplishments

He has been invited by different countries as consultant and lecturer and as participant in the boards of Colombian organizations and companies, highlighting the Colombian Stock Market, the Caja Social Bank and, at international level, the Executive Board of the CAF- Development Bank of Latin America. For several years, he was a member of the Colombian National Conciliation Commission for Peace. For his achievements and results he received several recognitions and awards by local and regional governments of Colombia, the Colombian National Government itself, and by international entities.

JAIME ALBERTO CABAL SANCLEMENTE

Candidate of Colombia to the General Secretariat

World Tourism Organization - UNWTO (2018-2022)**Libertad y Orden**

República de Colombia

Statement of Policy and Management Intent*A REFORMED AND MODERN UNWTO WHICH ADDRESSES THE PRESENT AND FUTURE CHALLENGES OF WORLD TOURISM*

This candidature presents as its overall objective the renovation and transformation of the World Tourism Organization, both quantitatively and qualitatively, towards an increase of its utility to the countries and members of the Organization by interpreting the scope and current and future needs of world tourism, and by harmonizing its principles with the Sustainable Development Goals (SDG's) and the Agenda 2030. This transformation should be reflected within the Organization through a new structure and a new, results-oriented strategic plan including targets, programs, actions and management indicators which allow monitoring and adjustment in the short and medium term and which have a final impact on the improvement of the income and the equality of the member states and contribute to the reduction of poverty.

Colombia is going through historic times in terms of its prospective of the economic, social and sustainable development, in which tourism is becoming a fundamental sector of the economy and the country is opening itself towards the world and turning into an emerging country, mainly for world tourism. Colombia has historically proven its commitment to the World Tourism Organization, resulting in the celebration of two successful General Assemblies, one in Cartagena de Indias (2007) and the last one in Medellín (2015).

Now, Colombia presents my candidature to the General Secretariat of the World Tourism Organization, considering that I fulfill the requirements relevant to the organization such as a strong commitment to its values and principles, as well as the management and leadership skills historically proven through my accomplished positions and responsibilities, and the broad experience in international relations and sound diplomatic and communicative proficiencies, as I have been acting as Ambassador during the last six years in both Asian and European countries. Since 2014, I have been the Ambassador representing my country at the United Nations in Vienna. Furthermore, I possess ample knowledge and experience in the tourism sector both in the public sector as a Minister for two years and in the private sector as President of the Hotel and Tourist Association of Colombia – COTELCO – for nine years.

More recently, being familiar with the philosophy and the functioning of the UNWTO has been crucial in terms of the participation in the organizations of the Affiliated Members as one of their vice-presidents during the time period from 2006 to 2011.

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In this connection, I present on behalf of Colombia, a series of management intentions aiming at introducing and bringing to life different aspects of renovation, change and modernization in the organization during a new time period, facing the challenge of interpreting the sentiments of the Member States and the Affiliated Members in an ever-changing world with great challenges in the tourism sector, both in the present and the future:

1. Towards a more open, inclusive and democratic UNWTO

In its structure, I consider that the UNWTO should reinforce the inclusion of more states which are not yet members of the organization and promote the incorporation of more stakeholders of the private and academic sector as well as of civil society. The organization should also be close and present in the day by day of world tourism as well as in the regional and local realities.

- ✓ The modernization of the UNWTO should seek to be a more open organization by designing and defining a new framework for the involvement of interests groups, revising and expanding the currently existing ones and creating new and different categories and levels of implication such as, for example, the active involvement of "touristic cities and destinations".
- ✓ It should be an organization which maintains a closer relationship with the actors of the tourism sector, on both the supply and demand side. It should create mechanisms to consider and listen to its clients, i.e. the States, the business and academic sector, and the tourists themselves in order to establish policies and programs that respond to their demands.
- ✓ Through new strategies, the UNWTO should effectively promote the incorporation and increase of Affiliate Members as well as establish new income criteria regarding the fulfillment of the legal requirements by setting targets to double or triple the number of members within the next four years so that they act as legitimate representatives of the sector.
- ✓ This more open and inclusive structure should result in a financial and budgetary strengthening of the organization. Without losing governmental control on the part of the Member States, it should create greater representativeness and a more equitable governance with all members of the Organization, which should be reflected in new spaces for participation and action in plans and programs of the entity.

2. Achieve a modernized UNWTO with higher efficiency and enhanced synergy with the United Nations Organization (UNO)

Regarding my experience of the past three years as representative of Colombia to the United Nations Agencies and other International Organizations based in Vienna, I consider it to be necessary to profoundly capitalize on the UNWTO to be a more efficient organization which is responsive to the Member States' interests.

- ✓ The UNWTO should continue to adjust to the governance and good practices of the United Nations guaranteeing its Member States and other Affiliate Members improved transparency and major access to all information of the Organization.

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- ✓ It should endeavor, day by day, to improve the internal management according to the guidelines on structure, organization and functioning established for any agency that is part of the United Nations Organization.
- ✓ The evaluation and follow up process of activities and the accomplishment of defined targets should be improved through the establishment of more management indicators.
- ✓ Internally, a more horizontal and agile structure combined with new talents should be implemented by optimizing their budgets in order to respond quickly to the needs of Member States and Affiliate Members. Furthermore, it should make sure to meet the criteria of gender equality and fair distribution of regions and countries, especially for those which at present have no representation.
- ✓ To ensure its optimum performance, the organization should continue working on the modernization of information and communication technologies – ICT's – and assign higher budget funds for this purpose.
- ✓ A strategy, with its corresponding financial resources, should be put in place in order to comply with regulations on the use of the official languages of the United Nations, documents and communications in general. Likewise, initiatives should be initiated which allow to progressively provide information in other non-official languages in order to improve services and communication.

3. A UNWTO that achieves a more agile interpretation of the challenges faced by the global tourism of the present and future

The global tourism, of the present and future, faces new challenges and realities, as well as regions and countries in particular. The UNWTO should give agile responses to both the touristically developed or “matured” countries and the emerging destinations, existing in some parts of Europe as well as in African, Asian and Latin-American countries.

- ✓ In a changing world of evolving political and economic junctures, the UNWTO should respond faster to the requirements for accompaniment and programs demanded by the Member States, in accordance with their needs.
- ✓ It should act as a facilitator for both governments and private sectors of each country in order to promote public policies which efficiently respond to their needs.
- ✓ Successful programs and projects should be driven forward and new projects should be designed and implemented to respond to the particular requirements of countries and regions.
- ✓ It should interpret and analyze new information and communication trends promoting the establishment of regulatory frameworks and inclusion, benefitting the strengthening of destinations and facilitating the demand of the world tourism flow.
- ✓ It should facilitate modernization standards for tourism providers of the different regions and countries and thoroughly discuss the involvement of the organizations of the so-called “collaborative economy” in order to verify that they are acting within the legal and fiscal framework of the respective country.



- ✓ The UNWTO should facilitate good practices in tourism and successful cases in the countries so that they are replicated and adopted by other countries. For that matter, it should organize research missions for leaders of both the public and the private sector and support appropriation plans and their implementation.
- ✓ It should further contribute to the optimum quality of tourism universities and schools according to the trends, innovations and challenges of the present and future, aiming at a higher level of professionalism of people working in the tourism sector.

4. A UNWTO that promotes new support tools for the strengthening of the tourism sector of countries and regions

I believe that the organization should continue with successful programs and initiatives supporting countries and regions, but it also needs to design new initiatives and tools that help to strengthen and create tourism destinations in different countries and regions.

- ✓ The UNWTO should especially consider the needs of the emerging destinations in order to support them and to generate positive impacts in their socio-economic and sustainable development.
- ✓ An increased presence of the Organization in the regions should be articulated with the respective governments allowing the development of policies, projects and programs with rapid implementation and positive impact.
- ✓ The Organization should contribute to the creation and strengthening of tourist destinations which currently find themselves outside the circuits and greater flow of tourists in the world, in certain European countries but especially in Asia, Africa and Latin-America.
- ✓ It should further promote and advise states and local governments in the design and implementation of public policies in cooperation with the private sector, as well as participate in the elaboration of strategic addressing plans for tourism both at a national and a regional as well as the local level.
- ✓ New support tools in the areas of training, advice, funding and project structuring should be generated so that more regions strengthen or become generators of receptive tourism of the global tourist flows.
- ✓ New mechanisms of international cooperation and funding at the service of tourism should be established with other multilateral organizations of the five continents, such as the World Bank, the Inter-American Development Bank – IDB –, the European Bank, the Asian Development Bank, the African Development Bank, the OPEC Fund for International Development (OFID) and the International Cooperation Agencies of the developed countries, among others.
- ✓ Concrete cooperation lines should be defined through memoranda of understanding making use of the synergies with other organizations that are part of the United Nations system, such as, for example, the UNDP, UNODC, UNIDO, UNCITRAL, UNESCO, the WTO, CEDAW¹, among

¹ UNDP – United Nations Development Programme, UNODC – United Nations Office on Drugs and Crime, UNIDO – United Nations Industrial Development Organization, UNCITRAL – United Nations Commission on International Trade Law, UNESCO – United Nations Educational, Scientific and Cultural Organization, WTO – World Trade Organization, CEDAW – Convention on the Elimination of all Forms of Discrimination Against Women



others, for the benefit of the world tourism development.

- ✓ Create a Tourism Development Fund (trust fund – FODETUR) with international resources, in order to support the projects of Member States, to fund improvement projects of tourist attractions as well as promotion plans and specific activities, especially in developing countries.
- ✓ As a new way of increasing tourism in the countries and regions, the UNWTO should promote the establishment of major alliances between the public and private sector that respond quickly to the needs of the tourism sector.
- ✓ A new strategy for small and medium sized tourism providers should be supported in order to be implemented in the respective countries, particularly in the new destination countries.
- ✓ The implementation of public policies regarding the quality of destinations should be promoted and fostered, as well as programs aimed towards quality improvement of private tourism providers.
- ✓ The UNWTO should continue with the ISO quality standards led in cooperation with the ONCE Foundation for accessibility, expanding areas of action to more countries and regions.
- ✓ Review and evaluate the results and impacts of the different programmatic expansions of the UNWTO, in order to define their continuation.
- ✓ Standardized and transparent procedures should be designed for the creation of new programmatic expansions of the UNWTO.
- ✓ Continue with the activities and programs that have been proven successful, such as in sustainable tourism, codes of ethics on tourism, among others.
- ✓ New forms of training and education in the field of tourism should be encouraged by leading investigations in cooperation with the most prestigious universities and institutes in the world and by designing and recommending new areas of teaching and learning in accordance with the changes and needs of world tourism.
- ✓ Strengthen initiatives for efficient knowledge management and mechanisms such as the tourism satellite account and barometers, which have proven successful but should be supplemented by new activities in order to establish indicators that measure the incoming international tourist flow and also their economic and social impact on the countries and regions. This should be the foundation for the development of new and innovative publications of the organization.
- ✓ The UNWTO should continuously promote implementation programs for the countries that are battling tourism malpractices such as sexual exploitation, human trafficking and child labor, in order for them to be able to preserve the principle of respect of the human rights.
- ✓ It should continue to promote the strengthening of knowledge networks with public and private organizations.
- ✓ The knowledge of the characteristics of each of the tourism categories should be deepened, both on

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an urban and a rural level, such as ecotourism, adventure tourism, cultural tourism, health tourism and others.

- ✓ The reality of climate change should be prioritized within the continuous development and introduction of new implementation programs in the tourism sector, especially considering topics such as energy efficiency and efficient management of resources.
- ✓ Facing situations of terror and activities that threaten the safety of tourism destinations, the UNWTO should be a guide and facilitator for the affected destinations and support them with fast responses, which in turn also helps to strengthen them.

6. Establish greater synergy and interaction with Spain as the headquarters and host country of the UNWTO

Spain is one of the most important tourism destinations worldwide. In its capacity as headquarters country and permanent member of the Executive Council, and with Madrid being the host capital city, I consider that the UNWTO should establish greater synergy and interaction with the country and city, achieving a condition of strategic allies for its transformation and modernization.

- ✓ A new strategy for close relationship building with the authorities of the National Government and the Madrid City Council should be upgraded, allowing to incorporate new initiatives in the strategic plan of the organization.
- ✓ The UNWTO should mean to Madrid what the United Nations Offices mean to New York, Geneva and Vienna, among other capital cities.
- ✓ In close cooperation with Madrid and Spain, as in other capital cities, the UNWTO as part of the United Nations system should plan a new physically, technologically and representatively more modern headquarters, in accordance with the present and future requirements of world tourism.
- ✓ A close line for communication and collaboration with the authorities of the autonomous communities and municipalities should be generated.
- ✓ A close line for communication and collaboration with the private and academic organizations of Spain related to the field of tourism, should be installed.

- B. Curriculum vitae and statement of policy and management intent of Ms. Young-shim Dho submitted with the support of the Government of the Republic of Korea and received on 24 February 2017

Dho Young-shim

Chairperson
UNWTO ST-EP Foundation Board of Directors

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EDUCATION

1986	Seoul National University National Policy Program, Graduate School of Public Administration; Seoul, Korea
1982-1984	University of Oklahoma Master of Arts in Public Administration; Norman, Oklahoma, U.S.A.
1980-1981	Sorbonne University Certificate in French Civilization and Language with Scholarship from the French Foreign Ministry; Paris, France
1968-1971	University of Wisconsin Bachelor of Science degree in Journalism and Public Relations Minor in French Literature, Graduated with Honors; Madison, Wisconsin, U.S.A.
1966-1968	Contra Costa College; Contra Costa, California, U.S.A.
1960-1966	Ewha Girl's Junior and Senior High School; Seoul, Korea

CAREER

■ National

2015-present	Board Member of Korea Women Parliamentarian Network
2003-present	Chairperson of the Korea Choral Institute
2006-2007	Chairperson of the Organizing Committee for Visit Gyeongbuk-KOREA 2007
2006-2008	Chairperson of the Supporting Organization, Korean National Theater
2005-2012	President of the Korea Orienteering Federation



2005-2009	Arirang Café Special (Monthly talk show) – Host (Arirang TV)
2005-2008	Board Member of the Korea International Broadcasting Foundation (Arirang TV)
2005-2008	Adviser of the Korean Olympic Committee
2004-2008	Board Member of the Korea National Tourism Organization
2002-2008	Chairperson of Korea Culture and Tourism Policy Institute of the Ministry of Culture and Tourism
1995-2007	President of the Hahoe Mask Dance Drama Preservation Society (Foundation of Andong Maskdance)
2003-2007	Founder of the Korea BBB Association (Volunteer Service for Translation)
2005-2006	Chairperson of the National Image Promotion Board
2005-2006	Ambassador of Tourism and Sports, Republic of Korea
2004-2006	Board Member of The Koguryo Research Foundation
2003	Ambassador of Cultural Cooperation, Republic of Korea
2002-2012	Chairperson of Busan Choir Organizing Committee
2002-2003	Member of the 2003 ICCA (The International Congress and Convention Association) Korea Host Committee
2001-2006	Board Member of the Seoul Tourism Association
2001-2003	Adviser and Board Member of the Korea Tourism Association
2000-2003	Chairperson of the Organizing Committee for Visit Korea Year 2001-2002
1999-2000	Vice Chairman of the Organizing Committee for Visit Korea Year 2001-2002
1993	Co-Host of Seoul Broadcast System's(SBS) Monthly American Talk Show, <i>Inside Washington</i>
1988-1992	Vice Chairman of Foreign Affairs Committee of the ROK National Assembly
1988-1992	Member of the National Assembly of the Republic of Korea
1985-1988	Chief of Staff of Foreign Affairs Committee of ROK National Assembly
1981-1985	Chief Protocol Secretary of the Speaker of National Assembly
1979-1981	Conference Adviser to the National Assembly of the Republic of Korea

■ International

2016-present	United Nations Sustainable Development Goals Advocacy Group, Member
2011-present	Member of the PyeongChang 2018 Olympic & Paralympic Winter Games Bid Committee
2008-present	Special Envoy of UNWTO, Sustainable Tourism for Poverty Alleviation
2006-present	Member of the Silk Road Eminent Persons Group organized by UNDP, UNCTAD, UNWTO
2006-present	Board Member of the Association High Performance Olympic Sports Training Center Monaco
2006-present	Chairperson of the UNWTO ST-EP Foundation Board of Directors
2005-present	Member of the UNWTO Strategic Group
2004-present	Korean Government Representative to the UNWTO ST-EP Foundation
2004-present	Board Member of the International Federation for Choral Music, UNESCO
2003-present	Board member of International Charity Foundation
2011-2013	Member of the PyeongChang 2013 Special Olympic Winter Games Organization Committee



2010-2015	United Nations Millennium Development Goals Advocacy Group, Member
2014-2015	Honorary Chairperson, 10th World Symposium of Choral Music Preparatory Committee in 2014
2008-2014	Member, 2014 InCheon Asian Games Organizing Committee
2008	Awarded Title of High Knight of the Order of Merit by the Italian Republic
2004-2005	Member of the Advisory Committee for Korea-Japan Friendship Year 2005
2004-2005	Member of the Advisory Committee for Asia-Pacific Week Berlin 2005
2003-2005	Vice Chairman of the Organizing Committee for Frankfurt Book Fair 2005
2003-2004	Board Member of the Pacific Asia Travel Association
2002-2004	Member of the 2004 PATA (The Pacific Asia Travel Association) Advisory Committee
2001-2004	Vice Chairman of PATA (The Pacific Asia Travel Association), Korea Chapter
1989	Fellow at the Center for Strategic and International Studies (CSIS), Washington, D.C.
1985	United States Congressional Fellow, Sponsored by American Political Science Association/Asia Foundation
1982-1992	Member of Korean Delegation to the Inter-parliamentary Union (IPU)
1982	Organizer of the annual U.S.-Korea Parliamentary Conference (Northeast Asian Council) for the Center for Strategic and International Studies
1981-1988	Adviser to the Inter-parliamentary Union

Publications

Parliamentary Activities Without Borders

Changing Our Ways





**CANDIDACY FOR THE POST OF
UNWTO SECRETARY GENERAL
Ambassador DHO YOUNG-SHIM
Republic of KOREA
2017**

STATEMENT OF POLICY AND MANAGEMENT INTENT

A PRACTICAL ACTION PLAN TOWARDS A DEPENDABLE AND SUSTAINABLE WORLD TOURISM

"We live in challenging times. I see it, you see it. All around. No country is able to get away from the troubles that the world is experiencing, whether in its economy, or amongst its people. This generation has never been so challenged in how to create a future for all to come together, peacefully, and with a feeling of personal value.

At the same time, I see, I know, that tourism offers a way for people, whoever they are and wherever they live, to have hope. Tourism creates jobs. It creates stability. And it naturally creates identity. I know the difference that it makes in creating opportunities for countries to build a better future for all. Tourism must be seen and used as part of the solution to global growth and development."

"It's About Leadership, Not Leaders"

A. MY CANDIDACY: A RESPONSE TO THE CALL OF TOMORROW'S WORLD TOURISM

In just four decades since its establishment in 1975, the World Tourism Organization (UNWTO) has achieved significant progress to raise the profile of the tourism sector and to confirm the role of the Organization as the specialized UN agency in charge of promoting responsible, sustainable and universally accessible tourism, through its various programs, events and initiatives. The invaluable impact of the sector at economic, social, and environmental levels is well known within, and even outside, the sector.

In particular, the Secretary General Dr. Taleb Rifai and his team have embarked in a wide-ranging and far-reaching reform of UNWTO over the last eight years, with a view to advance the Organization as an efficient institution capable of leading and supporting the efforts in responding to the global challenges affecting the tourism sector and its stakeholders.

It is the right moment to consolidate these achievements, and to build on them in order to co-create a new, ambitious vision for UNWTO, shared by all its members and the stakeholders of our vibrant sector. In these times of continuous change and turbulence, the UNWTO needs to reassure and inspire its members, and to stand out as a stable, mature, pragmatic and efficient institution.

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English

Over the past twenty years, I have become familiar with the UNWTO, its vision, values and mission, as well as its management and challenges. I have followed the expansion of its membership, accompanied its major transformations, and, to some extent, contributed, with many others, to its major strides. In particular, I had the chance to be involved in a very important milestone of the Organization, its conversion into a *specialized agency* of the United Nations System in 2003.

I have been progressively associated with the operational and strategic activities of UNWTO under various functions and capacities: as a representative of my country, the Republic of Korea, in the General Assembly, in the Regional Commission for Asia and the Pacific, in the Executive Council, and in various technical organs and committees.

I have most recently served as the Chairperson of the Board of Directors of the ST-EP Foundation, which was established in 2004 in Seoul within the framework of UNWTO's ST-EP –*Sustainable Tourism for Eliminating Poverty*– initiative. This mission at the ST-EP Foundation included several leadership and management responsibilities, which I assumed with passion and dedication. Since 2013, I have worked endlessly towards the transformation of the ST-EP Foundation into the ST-EP International Organization, with the purpose to consolidate the work of the Foundation and bring it to its next phase, in order to enhance its contribution to the reduction of poverty, especially in the Least Developed Countries (LDCs), through sustainable, responsible and inclusive tourism projects and programs.

Additionally, since 2010, I have assumed the role of Sustainable Development Goals (formerly Millennium Development Goals) Advocate, appointed by the UN Secretary General, Ban Ki-moon.

B. ESSENCE OF MY QUEST FOR UNWTO LEADERSHIP

After so many years of collaboration with UNWTO, I would like to express my sincere appreciation from the bottom of my heart to Dr. Taleb Rifai, for his leadership and the outstanding work he has carried out with his committed team over the past years.

Appreciating how the UNWTO has evolved in equity, gravitas and impact, and seeking to increase the way in which I am able to strengthen the global tourism community in its efforts to embed Tourism as a global force for good, it will be an honor, and an inspiring challenge that I am ready to take up, for me to be his successor.

I have decided, with the full support of my government, to present myself as candidate for the position of Secretary General of the World Tourism Organization for the years 2018 to 2021.

My candidacy is bolstered by the solid international experience I have gained in close connection with my UNWTO team colleagues, inspired by the trusted and fruitful relationships I have formed with the two last UNWTO Secretaries General and stimulated by the solid and friendly contacts I have established with a great number of representatives and delegates.

Importantly, I have the honor of possessing unprecedented knowledge and access across the UN system, able to apply my knowledge and relationships in a way that will step-change uplift the ability of the UNWTO to become part of the global growth agenda. I am convinced that I can make the UNWTO benefit from the trusted network of leaders and influencers I have built up within the UN family, and Bretton Woods institutions.

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Based on my longtime involvement in the global tourism industry and my special commitment to international cooperation and development, I am particularly willing and ready to promote the UNWTO as a reputable and dynamic international organization, not only through consolidating its most significant realizations, but also by introducing innovative goals and activities, while actively promoting the brand image of our Organization and its relevance on the global scene.

It must be noted that it would be the first time that our Organization would elect a woman at its top position and a candidate from Asia, the second and fastest growing tourism economy in the world. The post of the UNWTO Secretary General has only been assigned to other major regions so far: Europe and the Americas. I believe it is an opportunity for our Organization to reflect the diversity and international nature of its missions.

With this personal background, I have been travelling on a permanent basis to every corner of the Planet, carrying the flag for ST-EP, UNWTO and UN. Through these travels, I have somewhat become a world citizen able to understand and attend to the different concerns that each nation may have.

This deep and personal desire to better understand our modern global society, the wish to contribute to the prosperity of the different countries and its people, is what constitutes my main motivation to serve UNWTO and its Members.

Let me add that I am coming from a country with remarkable modern history of economic growth and social evolution. When I was a child sixty years ago, South Korea was a very poor country, with a GDP *per capita* less than \$70. Today, it is close to \$30,000. One key to understanding South Korea's dramatic change is its tourism industry, which started its expansion in 1988 with the hosting of the Summer Olympics. Today, tourism stands as a priority sector for my country, and it is recognized as such by my government. The country ranks as the 20th destination in the world in terms of international tourism arrivals and receipts, and it ranks 8th for the expenditures of its travelers abroad, which tend to be big spenders, not only in neighboring China and Japan, but also in many other places.

I know, and have lived firsthand, the impact of tourism as a vehicle to uplift lives and livelihoods. I seek to bring my personal qualifications, credentials and commitment to the global community to the fore, through desired leadership of the UNWTO.

C. MY FOCUS ON IMPACT: STRATEGIC OBJECTIVES AND ACTION PLAN

With a view to serve the UNWTO and its Members in the most efficient and satisfactory way, I propose the three following Strategic Objectives:

- **Strategic Objective 1: CONTINUITY & CONTRIBUTION**
- **Strategic Objective 2: SOLIDARITY & SYNERGIES**
- **Strategic Objective 3: LEADERSHIP & EFFICIENCY**

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English

Strategic Objective 1 - CONTINUITY & CONTRIBUTION: CONSOLIDATING THE PREVIOUS ACHIEVEMENTS

Important achievements have been implemented by UNWTO over the past twenty years. These accomplishments should not only be acknowledged and preserved, but also leveraged and strengthened.

1- ASSERTIVE, ACTION-ORIENTATED LEVERAGE OF UNWTO INTELLIGENCE.

The research work on the measurement of tourism, through the Tourism Satellite Account (TSA) and other methodologies, should be more assertively applied and promoted. The key factor of success for the tourism industry -and for the UNWTO itself- is to be recognized for its positive socioeconomic contribution and impacts, whether they are direct, indirect, or induced. It seems important to convince political leaders within governments and parliaments, as well as central banks and other financial institutions, and the public opinion in general, of the decisive socioeconomic significance of tourism. For this purpose, it is fundamental to accurately measure the contribution of tourism to the GDP, to employment and job creation and to the balance of payments. We have to use a methodology that cannot be questioned: the one provided by the System of National Accounts (SNA), adopted in 1993 by the UN Commission on Statistics and applied to our sector through the *2008 Recommendations on Tourism Statistics*.

Regarding the contribution of tourism to employment, UNWTO should reinforce the efforts to produce consistent, transparent, and reliable estimates. It is also important to technically enrich the TSA in order to use this conceptual framework at a substantial level such as measuring the impact of tourism at subnational level, in cities and country regions. This will ensure the credibility and legitimacy of UNWTO while attracting new stakeholders. I also welcome the current work carried out within the UNWTO Committee on statistics and satellite account, so that environmental preoccupations are included in the TSA, with the aim to define indicators in accordance with the recently adopted UN Sustainable Development Goals (SDGs). The deepening of our knowledge about tourism will also result in broadening the range of economic and statistics publications, and generate new incomes.

2- ESTABLISHING AN INTERNATIONAL CONVENTION ON TOURISM

Most UN institutions and programs, such as IMO, WMO, ICAO, ILO, UNICEF or UNESCO, and the UN themselves, have their activities based on a number of international conventions, which provide a legal basis and a moral legitimacy to their interventions. So far, UNWTO has not relied on such support. Nonetheless, the Organization has been engaged in the preparation of a draft *Convention on the Protection of Tourists and Obligations of Tourism Services Providers* to be submitted for approval to the next session of the General Assembly in China. In the meantime, the instrument closest to a convention offered by UNWTO is a non-binding text: the *Global Code of Ethics for Tourism*, adopted in 1999 by UNWTO General Assembly, which received a strong support from the UN in 2001. It is an excellent achievement, and its implementation should be actively pursued. But, as it stands now, it does not go far enough. The time has come to move from *soft law* to *hard law*. At the initiative of the World Committee on Tourism Ethics, chaired by former head of the World Trade Organization Pascal Lamy, the work of converting the Code of Ethics into a formal convention -without introducing changes in the substance of the text- has started. It should be completed, provided it is unanimously accepted by all Members. It is normal that, on a complex subject of that kind, there are differences of attitudes among countries, reflecting in particular the unequal influence of the national tourism

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administrations (NTAs) within their own governments. I am convinced however that a consensus can be reached, as it has been in the past for the adoption of the Code itself.

3- ELIMINATING THE BARRIERS TO TRAVEL

We must carry on working hard to lift the major barriers to travel. Part of UNWTO's core mission is actually to promote "*safe and seamless travel*". Under the leadership of Secretary-General Dr. Taleb Rifai, many courageous efforts have been made such as reducing the inconvenience of visas and facilitating their delivery and to use the instrument of the *travel advisories* in a more responsible and balanced manner, in spirit of Article 6 of the *Global Code of Ethics*. Unfortunately, these initiatives have been hindered by two major trends: the recent multiplication of terrorist attacks and the increase in international migration flows, which have encouraged many countries to strengthen controls at their borders. While respecting each country's concerns, we must resume and amplify our efforts toward an increased facilitation of travel in a safe and secure manner. As the Secretary General, I will propose the Executive Council and the General Assembly to use the privilege UNWTO enjoys as a *specialized agency* of the UN and to put the two issues of tourism visas and *travel advisories* to the ECOSOC, in accordance with Article 4 of the agreement linking the two institutions.

4- EMBEDDING TOURISM AS PART OF THE GLOBAL GROWTH AGENDA

More than ever, we must be determined to promote the contribution of tourism to sustainable development and poverty reduction. Tourism has proved to be a fantastic instrument for generating economic activity, providing jobs (directly and indirectly) and empowering the members of the host communities, in particular in landlocked rural areas, where industrial development is not an option and where agriculture is declining.

My experience in tourism, particularly through the activities of the ST-EP Foundation, has been dedicated to the promotion of the positive role of tourism in our society, which can be linked to areas of education, capacity-building, culture, sports, environmental protection, gender equality, etc. UNWTO must be praised for its particular attention to less developed regions such as Sub-Saharan Africa, Southeast Asia and the Pacific, as well as Central and Southern Americas. This strategy is now globally accepted by the international community, as reflected in the resolution adopted by the General Assembly of the United Nations declaring 2017 as the *International Year of Sustainable Tourism for Development* – IY2017.

The contributions of tourism, as stated in the following five key areas of the IY2017: (1) Inclusive and sustainable economic growth, (2) Social inclusiveness, employment and poverty reduction, (3) Resource efficiency, environmental protection and climate change, (4) Cultural values, diversity and heritage, and (5) Mutual understanding, peace and security, should be actively and continuously promoted. Ignored by the former eight *Millennium Development Goals* (MDGs), the role of tourism is present in the new 17 *Sustainable Development Goals* (SDGs), and clearly mentioned, with specific indicators, in three of them. The SDGs were adopted in September 2015 by the UN General Assembly, with the target to totally eradicate global extreme poverty by 2030.

To contribute efficiently to these aims, I suggest that we substantially enlarge the scope of the ST-EP Initiative. It should no longer be limited to the community levels and their nearby environments, but

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also be applied to major cities of developing countries, offering a real potential for tourism development. An historical change has recently taken place. Since 2013, the majority of the world population is living in mega and big cities, where new avenues for tourism development can be found today.

Strategic Objective 2 - SOLIDARITY & SYNERGIES: CO-CREATING SHARED VISION AND VALUES

1- EMBRACING THE DIVERSITY OF UNWTO MEMBERSHIP

As a membership-based organization, UNWTO should provide up-market services to comply with the needs and expectations of its diverse categories of members. According to Article 3 of UNWTO's Statutes, special attention is to be paid to the needs of the developing countries. This is why LDCs have been the primary target of UNWTO's technical cooperation activities, including ST-EP projects and programs. To that purpose, I will endeavor to have UNWTO in the list of ODA-eligible international organizations as soon as possible.

On the other hand, it seems indispensable not to neglect Members who are major contributors to the Organization's budget, if we want to retain them and ensure their "loyalty". In addition, we cannot ignore the specific interests of current non-Members, which may be contemplating joining the Institution. Due to their nature, many of UNWTO's activities should, and can, be conducted on a cost sharing basis with other partners: UN agencies and programs, IMF, World Bank group, regional banks, European Union, and/or regional organizations such as ETC, ESCAP, PATA or the CTO.

My priority fields of action are described in the annex to this document.

2- MAXIMIZING LEVERAGE & IMPACT OF KNOWLEDGE MANAGEMENT

UNWTO should resume on a large scale its traditional efforts concerning knowledge management, which used to be an important component of the mission devoted to the Organization at its inception in 1975. These activities have to be enhanced, as they are crucial for a sector relying on the quality of human resources.

UNWTO education and training activities benefit all its members, and especially the developing countries or countries in an intermediate position. What has been achieved in the past, initially with the support of existing training centers in Turin or Mexico, then through long-distance learning programs, can be done today at a much more limited cost, using the resources of the new information and communication technologies, for example through MOOC – Massive Open Online Courses. Activities related to knowledge management, research and education should focus on developing educational techniques, and professional / vocational training.

UNWTO should cooperate not only with renowned and prestigious academic institutions, but also, on a wider basis, with tourism management and hospitality schools, both directly and using the value of the network of its affiliate members, many of whom come with broad experience in Tourism and Hospitality Training and Education. A clear priority should be given to training programs for junior and mid-level officers from NTAs. This "*Practicum*" offer benefits not only for UNWTO Members but also for the Organization itself, as it allows the identification of counterparts within the NTAs who are familiar with UNWTO's working practices.

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3- CRISIS PREVENTION, RESPONSE AND RECOVERY

A major mission imposed by circumstances to UNWTO is to assist tourism authorities and the industry in responding to the brutal crises affecting the tourism sector in a recurrent manner. Our current Secretary General Dr. Taleb Rifai should be commended for having on every painful occasion expressed UNWTO's rejection of terrorism, and, not only conveyed but also concretely demonstrated on several occasions UNWTO's solidarity to the affected countries. In my opinion, we should continue with this practice and even go further.

We have to admit that crises, regardless of their nature (conflicts, terrorist attacks, natural disasters, major pollutions affecting tourism sites, pandemics, economic instability, etc.) have become common threats for international tourism. We therefore need to help destinations to increase their resilience and to resist future shocks better.

We need to provide NTAs with the techniques of crisis management (including the use of medias and public relations, in accordance with the 2011 *Toolbox for crisis communication in tourism*), to circulate in real time, in partnership with the global associations of the private sector, the relevant information on the market situation, and, based on the unique experience we have accumulated in similar cases, to help countries to mitigate the impact of the crisis through appropriate marketing and promotion initiatives.

I suggest we renew the actions UNWTO has conducted for several years after September 11th through what was called at that time a "*Recovery Committee*", and, later, a "*Resilience Committee*", where ministers and industry leaders exchange information and coordinate their responses. As a step towards that direction, I support the creation of a *High-level task force on tourism*, submitted by the Secretary General to the Executive Council at its last session. For example, with the support of WHO, we should be prepared in case a bird virus mutates and a major pandemic like avian influenza breaks out.

Strategic Objective 3 – EFFICIENCY & LEADERSHIP: BUILDING A STRONG BRAND IMAGE

1- ORGANISATIONAL AGILITY & MEMBER RESPONSIVENESS

UNWTO must become swifter, not slimmer and its action should be more member-focused. UNWTO is a small organization in charge of a huge mission. With an approximate annual budget of 14 million Euros and around 100 staff members, the Organization is the smallest among the "*smaller agencies*" in the UN System. This limited size does not allow UNWTO to embrace all activities it should carry out to fulfill its mission. However, this situation should be regarded as an opportunity as it reduces bureaucracy and increases the efficiency and reactivity of the Organization. It allows to attend quickly to the requests and needs of the Members, as well as to adjust to the rapid changes in tourism trends.

On the other hand, UNWTO does not have the capacity to leverage this competitive edge to the fullest, and the Organization remains too dependent on the contributions of its Full and Associate members, which represent 94 per cent of its overall resources. In the recent years, the Organization

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has made remarkable advances in collecting more voluntary contributions. The same progress should be achieved concerning revenues from selling publications as well as other commercial incomes. UNWTO has demonstrated in the past its capacity to produce and publish, on paper or electronically, a significant amount of documents, particularly in the fields of economic and social research, statistics, quality of tourism services, environment and sustainable development, and market trends.

As Secretary General, my intention is to double resources such as voluntary contributions and revenues from other sources, over my four years term. UNWTO should be developed as a member-centric organization offering value as well as a variety of tangible and intangible benefits.

2- INTERNAL RESOURCE MANAGEMENT

One of the best ways to increase UNWTO's economic efficiency would be a tighter control of fixed costs and an optimization of its organization chart. This process should be implemented in a transparent and participatory manner after careful review and evaluation of all costs. Let's make no mistake: all collaborators are working hard and internal staff costs are not by nature unproductive. However, the organizational structure should be optimized, based on principles on productivity, fairness, and responsibility.

As Secretary General, I have the intention to be seconded by a Deputy Secretary General (Mr. CARLOS VOGELER being my chosen Deputy-SG), with the support of a light management team composed of the major chiefs of service. It is fundamental that the Secretary General and the Deputy make a real "ticket", and are complementary in terms of origins, qualifications, languages, and, in the case I am elected, gender. Meanwhile, I shall do my best, in accordance with UNWTO's Rules, to further diversify the composition of the staff in terms of nationalities, age, and gender. Moreover, it is my intention to promote a performance-based organization and management, which may include incentives for the most dedicated and efficient staff members.

3- OPTIMISED MEMBERSHIP COMPOSITION

I believe we have to clearly and boldly address the issues of membership composition and representativeness. UNWTO is an intergovernmental body, which comprises today of 157 Member States and 6 territories as Associate members in addition to approximately 500 entities as Affiliate Members. The figure of Member States and Associate Members has remained more or less stable over the past eight years. The current Secretary General and his team must be praised for having been able to attract new Members, including a key player in global tourism: the United Arab Emirates. But at the same time, four important developed countries, in Northern Europe, Americas and the Pacific: United Kingdom, Norway, Canada and Australia, have left the Institution. This setback is a real blow for the Organization, not only because of the loss in their financial contributions, but because it weakens UNWTO's image and influence.

The absence of several major industrialized countries –and particularly the United-States- simply put a question mark over UNWTO's relevance, legitimacy, and even attractiveness. We need to mobilize with us all countries of the world: centralized countries as well as federal states; big and small countries; developed, developing and emerging economies; tourism destinations as well as outbound markets. A UN agency cannot simply be a coalition of countries from the South. **I will do my utmost to improve this situation, and it will be my first priority.**

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In this endeavor, I will be able to act as a representative of an OECD country, which should be helpful since all countries that have left UNWTO belong to this category; and I shall call upon my network of high-level connections within the UN System. Also, I believe UNWTO should adopt a customer relationship policy for its members so that it can retain them through increasing their satisfaction levels and loyalty, and instill a sense of pride in being a UNWTO Member. On the other hand, it seems that some governments around the world tend to decentralize their tourism administration, or even in some cases, leave it in the hands of the private sector alone. Therefore, it appears necessary to really understand how we can better serve and satisfy Members, or former Members, that might consider they do not receive enough *value for money* from UNWTO. Additionally, we need to think about ways of collaborating with countries without any NTA, or even without a National Tourism Board. We also need to continue to expand the Affiliate membership in a sustainable way to ensure closer partnerships with the private sector and the academia. Some years ago, UNWTO engaged itself in the elaboration of a *White Paper* to look for its necessary reforms. The result was presented in 2011 to the General Assembly, but its impact might not have been profound enough.

My feeling is that this think-tank exercise must be updated and repeated, focusing on the complex issue of membership, and taking into account the recent institutional mutations that have affected the world tourism scene. I shall propose to the Executive Council that we engage ourselves in an in-depth analysis of these questions, which are vital for our future, and maybe for our survival.

4- STRENGTHENING UNWTO ORGANISATIONAL CULTURE & ENVIRONMENT

Finally, as a key outcome of this action plan, and a tourism legacy for the future generations, I have the intention to consult with our host country Spain to move the headquarters of the World Tourism Organization to a new flagship building complex in Madrid.

In consultation with Member States and UNWTO staff, a new UNWTO center of operations would be developed and promoted as a World Tourism Center.

The building should be a model of smart and green architecture, equipped with the latest energy-saving technologies, such as solar power panels. Through this multipurpose complex, UNWTO would promote a sustainability policy, including rational use of resources, reduction, reuse and recycling of waste, including food waste, etc.

The building could host modern workspaces and amenities such as a training center, for UNWTO staff and guests, officials of our Member States, and other tourism professionals.

In addition, it would offer public areas including: a tourism library; shops selling tourism-related items such as souvenirs, publications, UNWTO branded objects, duty-free goods; galleries for permanent and temporary exhibitions showcasing tourism destinations, experiences and products, etc. This iconic tourism center would also include conference rooms for international events, conferences, and other international meetings, etc., which would be made available to all UNWTO members with preferential rates.

Depending on room availability, office spaces would be rented to local / international tourism enterprises willing to take advantage of this prestigious location. Every year, UNWTO would select tourism startups and would provide them with incubation and coaching services at the World Tourism Center.

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A special task force will be created to design and coordinate the project, assess its feasibility, and secure external financing, in close partnership with the Spanish government, as well as private investors and other key partners. If completed, this premier World Tourism Center would be a model of sustainability for global tourism, and would offer valuable jobs and income opportunities for the host country, and UNWTO as well, becoming not only a world class tourism center, but also the UN house in Spain.

D. IN CLOSING

At the heart of my candidacy for Secretary General of the UNWTO is this:

It's not about me. It's about the UNWTO global tourism community. We – we all together, are working to bring the world to a better place, one where people can recognize and celebrate their value, and the value of others. As Secretary General it will be my job to empower others so that tourism can be applied to lift up people and places across the world, making economies stronger, societies stronger. As Secretary General, it will be my job to unlock the power of tourism as a force for good for all. But I cannot do this alone. No one can. It must be a team effort.

- ENDS -

AMBASSADOR DHO – UNWTO SG Candidacy 2017



APPENDIX

I propose, starting from 2018, the following goals and activities, to be included in two consecutive programs of work:

- To define priority projects / themes, especially with regard to new marketing trends, as well as new tourism markets and tourist profiles, with a special focus on the main outbound markets;
- To carry out research on domestic tourism to better understand its nature and measure its impact;
- To conduct a survey on the resources allocated by countries and destinations to marketing, branding and promotion activities, in order to be able to make comparisons at the global level;
- To design a marketing model for measuring the impact and the efficiency of promotional campaigns on foreign markets;
- To assist members in destination management and improving competitiveness and attractiveness, and defining standards, in terms of environment and quality of services at the destination level;
- To explore and analyze issues related to *"private services on digital platforms"*, inaccurately identified as *"collaborative/sharing economy"* and their impact in the destinations and consequences on more traditional components of the travel industry;
- To study the evolution of some niche markets, such as business tourism and MICE, cultural tourism, shopping tourism, urban tourism, cruises, adventure tourism, youth tourism, health and wellness tourism, and religious tourism;
- To evaluate the tourism impact of major sports and cultural events;
- To continue the efforts recently engaged in understanding and promoting gastronomy and wine tourism;
- To expand UNWTO's activities concerning both rural tourism and mountain tourism, and maintaining, for the latter, the partnership developed since 1998 with the government of Andorra, while initiating a cooperation with both China and Japan, and many other countries which have expressed an interest in the subject,
- To assist Small Islands States as well as coastal States, to apply sustainable development models to their fragile environments and to the low level of diversification of their economies ;
- To promote women empowerment and gender equality in tourism ;
- To pay a special attention to social tourism, promoting universal access to travel and leisure for vulnerable groups: seniors, disabled people, members of indigenous communities or disadvantaged groups, and to define adequate measures in their favor;
- To promote UNWTO-labeled pilot initiatives to be replicated / expanded throughout the world;
- To encourage the development of Public Private Partnership initiatives among members;
- To make UNWTO an exemplary organization for sustainable development solutions and environmental and societal practices;
- To establish a policy to promote sustainable events / green events, especially for all events (conferences, forums, etc.) organized by UNWTO or in association with UNWTO;
- To develop partnerships around climate change, green growth, etc;
- To establish a "Smart Tourism" initiative bringing together multiple partners including universities and institutions dedicated to sustainable cities and smart cities to better define Smart Tourism and identify opportunities for members, including the analyzing, processing and application of big data for understanding, planning and optimizing the visitors' experiences.

AMBASSADOR DHO – UNWTO SG Candidacy 2017



C. Curriculum vitae and statement of policy and management intent of Mr. Márcio Favilla submitted with the support of the Government of Brazil and received on 6 March 2017

MÁRCIO FAVILLA L. DE PAULA

(Curriculum Vitae)



Mr. Márcio Favilla currently serves as Executive Director for Operational Programmes and Institutional Relations at the World Tourism Organization (UNWTO) since 2014. His responsibilities include the supervision of all technical programmes and relations with the UN System and other international organizations.

Between 2010 and 2013, he held the position of Executive Director for Competitiveness, External Relations and Partnerships.

As UNWTO's Executive Director, among other achievements he conducted the discussions for the inclusion of "Sustainable Tourism" in the 2030 Global Development Agenda and the SDGs as well as the approval by the UN General Assembly of the 2017 International Year of Sustainable Tourism for Development.

Before joining UNWTO, Mr. Favilla was Vice Minister at the Secretariat of Institutional Relations of the Presidency of Brazil from 2007 to 2009, a portfolio in charge of the political coordination and relations between the Executive and the Congress; the relations between the Federal Government and the States and Municipalities; and the Economic and Social Development Council.

Between 2003 and 2007, he was Brazil's first Vice Minister of Tourism, when he played a key role in structuring and managing the first exclusive Ministry of Tourism in the country as well as in the formulation of the 1st National Tourism Plan and implementation of its five key objectives related to international arrivals and receipts, domestic tourism development, product diversification and job creation.

In his capacity as Vice Minister, Mr. Favilla was actively engaged with UNWTO's activities as head of the Brazilian delegation to all General Assembly and Executive Council sessions in the period and Chairman of the Regional Commission for the Americas in 2006. He was also responsible, as the host country, for the organization of the 74th Session of the Executive Council held in Salvador da Bahia in 2004, and the co-organization, with Argentina and Paraguay, of the 4th UNWTO International Conference on Tourism Statistics held in Iguassu Falls in 2005.

From 1999 to 2001 he served at the Ministry of Development, Industry and International Trade as the General Coordinator for Investments and Financing of the national industrial policy and Head of the National Department for Business Registry, where he successfully implemented streamlining and standardization procedures. As



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a representative of the Ministry, he was a member of five different boards and committees related to investment funding.

In 2002, Mr. Favilla joined Invest Brazil, the country's investment promotion agency, as its Director for Institutional Relations, where he created the Investors Support Network, composed of all federal ministries and agencies concerned as well as the State governments.

Mr. Favilla started his professional career in 1980 in Belo Horizonte as a credit officer of the Development Bank of Minas Gerais, in charge of SMEs in the poorest area of the State. He then held several managerial positions at the Bank and at the State Secretariat for Finance of Minas Gerais, including that of Head of the State Treasury, before joining the Brazilian federal government in 1999.

Mr. Favilla has a Master of Arts in Development Studies from the Institute of Social Studies, The Hague, Netherlands, where he specialized in Regional Development Planning (1985-1986). He obtained his undergraduate degree in Economics from the Federal University of Minas Gerais (1979).

A Brazilian national, Márcio Favilla speaks Portuguese, English, Spanish and French, is married, has two children and was born in 1958.

Holding 37 years of professional, managerial and political experience, starting from local, grassroots field work to the state, national and international levels, Mr. Favilla brings in the necessary combination of personal skills, technical knowledge, professional achievements, strong commitment and solid experience, including seven years as Executive Director of UNWTO, to lead the Organization into its next phase.



A handwritten signature in blue ink, consisting of stylized, cursive letters.

**STATEMENT OF INTENT AND MANAGEMENT
2018-2021**

UNWTO

MÁRCIO FAVILLA L. DE PAULA

February 2017



A. SETTING THE SCENE

1. Tourism has become one of the most relevant economic and social sectors of our times, for developed and developing nations, for islands and landlocked countries, for the large or the small in territory or population, whether from Africa, the Americas, Asia and the Pacific, Europe or the Middle East.

2. The benefits of tourism are spreading across continents, as surface and air connectivity and efficient means of transportation reach more people and places. Source markets and destinations increasingly require and offer a diversity of competitive and sustainable tourism products and experiences. Large segments of the population, especially from developing countries, have only recently started to travel domestically and internationally. Quite a different situation from not so long ago when travel in general and tourism in particular were primarily concentrated in and among a few countries.

3. More recently, international tourism has shown a remarkable growth performance in spite of severe economic, social, environmental and political challenges that have not spared any region, barely any country, from their consequences. Indeed, since the 2008-2009 crisis, international tourism has increased by one third, as more than 1.2 billion people crossed borders last year for a tourism trip while domestic tourism is increasingly perceived as a most relevant component of the sector.

4. Hence, tourism is the third item in the global trade of goods and services, an undoubtedly growing phenomenon of this century, with multiple and interlinked facets, and key to the social and economic fabric of many countries. Like many other sectors, its growth has been spurred by innovation and the digital technology expansion. However, in some destinations the growth pace of tourism has generated sustainability concerns and reaction from locals to the presence of tourists.

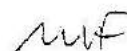
5. Tourism has repeatedly shown its fragility and resilience, has shown its unique sensitiveness to negative events and misperceptions as well as a capacity to recover from natural and man-made crisis. Most importantly, tourism is able to respond to a major global concern of our times, that is, the need to generate millions of jobs and to open doors to women and young people to the labour market in both developed and developing nations.

6. The rapid evolution of our sector since 2010 has also taken place amid growing and real concerns to ensure absolute safety and security for locals and for the movement of travellers. Fortunately, many countries have realized that such an important issue can be addressed in a friendly, welcoming environment and with travel facilitation measures supported by the intelligent use of technology. However, more recent developments have brought forward calls for more restricted travel policies.

7. Within this context of multiple challenges and concerns, political ones included, that impacts the international community and domestic agendas, our sector has acquired more visibility, recognition and also responsibilities, and so has UNWTO. Tourism is now explicitly part of the 2030 Global Development Agenda, with its universal (for developed and developing nations), integrated (coherent among themselves) and inclusive (for all who live in our planet) Sustainable Development Goals (SDGs). Indeed, it can contribute to the achievement of all seventeen SDGs.

8. As UNWTO moves forward into the next quadrennial term, the changing and fast evolving environment requires permanent attention, understanding and readiness for due action. Tourism is set to keep its growth path but new challenges are present, especially in the security front, but also with regard to social and economic inclusion. Opportunities have emerged from the

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digital technology, from the enhanced visibility of travel and tourism and also from the 2030 Global Development Agenda as it must be implemented along with related national strategies and policies. These evolving challenges are to be addressed and new opportunities grasped in order to fully unlock the benefits of tourism.

9. As a UN specialized agency and leading global tourism organization, having earned increased recognition and strengthened its positioning in the last decade, UNWTO must build on this legacy and achievements of the past years, address new challenges and opportunities and keep due course to fulfill its mission of promoting sustainable, responsible and accessible tourism for all, providing leadership to all stakeholders of our sector and servicing our Members.

B. DEFINING THE AGENDA FOR 2018 – 2021

10. In carrying out its mission, UNWTO's activities must be geared towards two clear strategic, overarching objectives and a set of policy priorities. I propose that those two strategic objectives continue to be Competitiveness and Sustainability, complementary and integrated with each other and absolutely coherent with UNWTO's mission and present work, the expectations of our Members, the needs of our sector and its capacity to contribute to the advancement of the national and global sustainable development agendas.

11. **Competitiveness**, as an strategic objective of UNWTO's programme of work, must support tourism's growth with quality. In that end, UNWTO must collect and disseminate data and information, provide short and long-term analysis of market trends, the contribution of tourism to employment and the economy, and support destination management and governance, travel facilitation and capacity-building. Further emphasis should be given to the steadfast evolution and use of technology and innovation in tourism in order to foster investment and as a tool to manage destinations and advance the SDGs. UNWTO must also provide policy guidance, standards and recommendations, disseminate good practices and work on the implementation of the Convention on the protection of tourists and tourism services providers once approved by our Member States.

12. **Sustainability**, as an strategic objective of UNWTO's programme of work, must ensure that the growth of tourism be aligned with the 2030 Global Development Agenda and contribute to the achievement of all SDGs, especially those addressing poverty, gender equality, decent work and economic growth, responsible consumption and production, climate change, marine resources, biodiversity and natural heritage sites, and peace. Additionally, UNWTO's Global Code of Ethics for Tourism provides all stakeholders with most relevant principles to conduct their activities in line with all pillars of sustainability, including the protection of children and other vulnerable social groups. UNWTO will work on the implementation of the Convention on Tourism Ethics once approved by our Member States.

C. POLICY PRIORITIES FOR THE NEXT FOUR-YEAR TERM

13. Given this background and the two strategic objectives of **Competitiveness and Sustainability**, the following **eight-item Policy Priorities agenda** should be implemented in the period 2018-2021:

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I. FOSTERING EFFECTIVE INTEGRATION WITHIN THE UN SYSTEM

14. The work carried out in the last 10 years to make UNWTO an effective member of the UN System, as one of its specialized agencies, was key to place Tourism and the Organization into the global development agenda. The first major political achievement was the inclusion of "Sustainable Tourism" in the Outcome Document of the Rio+20 Conference, the basis for the formulation of the 2030 Global Development Agenda and the 17 SDGs, where Tourism is firmly anchored. The declaration by UN General Assembly of 2017 as the International Year of Sustainable Tourism for Development (2017IY) is also a result of UNWTO's higher positioning within the UN System as well as tourism's growing importance.

15. Our participation in some of the other major UN processes, such as the Istanbul Plan of Action for LDCs, the Samoa Pathway for SIDS, the Vienna Plan of Action for LLDCs, Disaster Risk Management, Biological Diversity, Climate Change and the UN Habitat III Conference, has provided us with the opportunity to mainstream tourism in their agendas. Additionally, UNWTO's work with other UN organizations in areas of common interest, such as culture, peace, environment, trade in services, connectivity, labour and security, has yielded benefits to our Members. I intend to pursue this path, on a selective basis, in line with this Statement of Intent and Management.

II. PROMOTING PARTNERSHIPS AND ADVANCING COOPERATION

16. Partnerships is one of the five words that summarize the highest aspirations embodied in the SDGs, along with Peace, People, Prosperity and Planet. As a specialized agency of the UN System and given the cross-sectoral nature of our sector, partnerships and cooperation schemes are an intrinsic element of the *modus operandi* of UNWTO and strategic to mainstream tourism in the global, regional and national development agendas. They permeate many of our activities inasmuch as they strengthen the delivery capacity of the Organization.

17. Partnerships and cooperation schemes are of particular interest to UNWTO in order to expand its outreach and foster regional integration, economic growth and development processes around the world through the high values of sustainable tourism. Working together with international and regional private and public travel and tourism institutions has been mutually beneficial and enhanced the visibility and leadership of UNWTO as well as allowed our sector to speak with one voice. Moreover, having the private sector, the academia and DMOs as valued Affiliate Members and an integral part of our membership, UNWTO is well-positioned to engage in and promote partnerships among all our stakeholders.

18. Partnerships and cooperation schemes should also support investment opportunities. Due attention should be given to possibilities brought about by the ICT revolution and to young entrepreneurial talents so that they can thrive and generate jobs in our sector.

19. As a policy priority, I will actively seek and promote partnerships and cooperation agreements with other international and regional organizations, governments, the private sector, development finance institutions, technology centres, research and academic institutions and non-governmental organizations as a means to advance the tourism agenda, service our Members and provide leadership to our sector.

III. STEPPING UP EFFORTS TO BRING ADDITIONAL FUNDING

20. UNWTO is highly dependent on its regular budget for carrying out its main operations. However, the need to broaden the services to our membership requires additional efforts to bring extra-budgetary funding and resources. The establishment of a dedicated team for this

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purpose has opened up new possibilities and yielded results. Technical cooperation activities and projects, sustainable tourism policies, poverty alleviation, corporate social responsibility, tourism trends, capacity building and energy efficiency are some of the recent issues which UNWTO has delivered with external funding to the benefit of its Members from all regions and should continue to do so.

21. The 2017IY has also shown more possibilities to seek resources from the private sector and non-traditional donors. Building upon the experience accumulated, efforts need to be stepped up in this area by (i) strengthening partnerships with some other international organizations and development finance institutions whose mandates and priorities find common grounds with ours; (ii) positioning the value and possibilities of sustainable tourism as a tool for development and a means for the private sector, donors and beneficiaries to meet their common goals; (iii) presenting UNWTO more forcefully as a reliable, sound and experienced organization in delivering projects; and (iv) leveraging on the Tourism for Development Fund recently created.

IV. ENSURING SAFE, SECURE AND SEAMLESS TRAVEL

22. Over the years, UNWTO has conducted, jointly with governments and other partners, substantive research and activities to promote safe, secure and seamless travel. Relevant research on visa policies, travel advices, risk and crisis management and air connectivity has generated evidence-based information and allowed UNWTO to provide recommendations, issue publications and deliver capacity-building activities to the benefit of our Members and other stakeholders. This work has empowered National Tourism Administrations, advised policies, made UNWTO a reliable partner in international circles and, ultimately, moved forward the travel facilitation agenda, with concrete gains of economic growth and job creation whilst strengthening the safe and secure yet friendly movement of travellers.

23. As recent developments have the potential of jeopardizing the advancements of the last years, UNWTO must pursue its work with governments and partners, including from the security and emergency apparatus, to facilitate cooperation and produce strategies and recommendations that effectively address man-made and natural risks and crisis and ensure safe, secure and seamless travel.

V. CONSOLIDATING AND EXPANDING MEMBERSHIP

24. In the last decade, UNWTO has lifted its visibility and leadership in international *fora* and tourism has been recognized as a major economic sector, thus having become part of the global sustainable development agenda. This has been important to reassert the relevance of the Organization before its Members, as consolidating its membership is a fundamental and permanent task. In this regard, the Secretariat has to ensure their engagement in UNWTO's activities and broad participation in the elaboration of the programme of work so that it responds to their priorities and interests. Members must also be encouraged to contribute effectively to the strengthening of the normative role of the Organization through the technical committees and *ad hoc* working groups in order to incorporate their vision and knowledge.

25. Additionally, a major challenge, to require a dedicated approach, is to bring in new Members, from all regions, including some of the most important source and destination countries, still missing in our membership. They must see the relevance and value of this membership. Consolidating and expanding membership is a two-fold policy priority to receive full-time attention from the Secretariat and, in particular, from the Secretary-General.

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VI. FOSTERING HUMAN CAPITAL DEVELOPMENT

26. Education and training are fundamental to the competitive and sustainable growth of tourism. Ours is a service sector and, as such, highly dependent on the interaction of people and the incidence of qualified workers to meet needs and expectations of destinations, businesses and tourists. Indeed, our sector does provide immense opportunities for women and young people in the labour market, a key feature for its relevance in developed and developing countries. Women and youth must find increasingly attractive jobs, good working conditions and career perspectives in our sector.

27. UNWTO's initiatives in this area, in collaboration with governments, universities, vocational training centres and the private sector, must be responsive to the needs of the market for skilled workers and professionals adapted to the ICT revolution. In this regard, with an invigorated UNWTO.Themis Foundation, I intend to promote more partnerships to strengthen our Ted.Qual certification scheme, broaden the possibilities of courses and advance online training.

VII. POSITIONING TOURISM AS A DRIVER OF INCLUSIVE GROWTH AND SUSTAINABLE DEVELOPMENT

28. The transformative power of tourism as a driver of inclusive growth and sustainable development must be clearly understood by political leaders, the media, leaders and opinion-makers of other circles, the civil society and tourists themselves. It is a permanent advocacy undertaking, led by the Secretary-General, with the support and partnership of public and private institutions. All communication channels and media should be used and no opportunity missed. Significant initiatives and achievements along the last years, such as the Open Letter on Travel and Tourism, the T.20 Ministers' meeting, Ministers meetings at major trade fairs, the inclusion of tourism in the SDGs and the 2017IY have provided the external political background to position Tourism as a driver of change and enabled to convey this message.

29. Internally, communication activities must be equipped to optimize the outreach of the message content. The more timely, sound and opportune the technical content UNWTO can produce, the more resonant and effective will the political message of this advocacy be. Positioning Tourism as a driver of inclusive growth and sustainable development should be a priority in the next term.

VIII. STRENGTHENING UNWTO'S KNOWLEDGE DEVELOPMENT AND ANALYTICAL CAPABILITIES

30. Over the years UNWTO has been able to make impressive strides in creating and disseminating knowledge, developing methodological frameworks, setting standards, indicating long-term trends, collecting and disseminating data and publishing sound, analytical research with policy implications on a number of issues. Some examples are the TSA, Tourism 2020, Tourism towards 2030, the Global Code of Ethics for Tourism, Indicators of Sustainable Development for Tourism Destinations, the series on Visa Facilitation and also on Accessibility, the Compendium and the Barometer, to mention just a few. A lot of this work is produced with partner institutions and collaborators, and should continue this way. However, outstanding internal capacity is always crucial to ensure credibility, quality, novel findings, solid policy recommendations, sound and quick responses in a demanding and rapidly changing environment.



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31. This is key to keep UNWTO as the main global reference and authoritative source of tourism data and analysis as well as to ensure its leadership role. Hence, I propose to strengthen UNWTO's knowledge development and analytical capabilities in order to continue to provide our Members and all tourism stakeholders with the most relevant and timely data, information and analysis, authoritative, evidenced-based advice and guidance to support their decisions and policies.

D. MANAGEMENT VISION AND GOVERNANCE

32. Having been a member of the Senior Management Team of the Organization in the last seven years, I have supported and shared the implementation of rules and regulations to align UNWTO with the overall principles of good governance, transparency and high ethical standards of the UN System. UNWTO now has a clear budget structure and responsibilities, monitoring processes of implementation, IPSAS accounting standards, auditing procedures and overall practices commensurate to its size and according to UN standards, Joint Inspection Unit's and External Auditors' recommendations, and Members' guidance. Additionally, a comprehensive reform agenda is almost fully completed, in line with the recommendations of the White Paper.

33. I am committed to pursue and enhance, with the engagement of our staff and membership, UNWTO's track record of efficiency, professionalism, transparency and good governance, while keeping the flexibility of a small organization, being prudent with expenditures, carefully managing the use of resources and avoiding the excesses of bureaucracy.

34. The modernization of the Secretariat will continue. Activities must be result-oriented and subject to adequate evaluation, the career growth plan should be clear and allow flexibility and efficiency in the use of limited human resources. Gender balance will receive due attention and be part of the good governance of the Organization.

35. Furthermore, given the internal reforms implemented, the evolving challenges and opportunities for our sector, UNWTO Members and stakeholders as well as the universal dimension of the 2030 Global Development Agenda, it is time to develop a **new long-term vision document** to guide UNWTO along the coming years, to be discussed and eventually adopted by the statutory bodies of the Organization.

36. In order to implement the two strategic objectives of **Competitiveness and Sustainability** and the **eight-point Policy Priorities agenda**, I propose to keep the present structure of a **Senior Management Team** composed of the Secretary-General and three Executive Directors, each of whom entrusted with specific responsibilities, corresponding delegation of authority and one of them to deputize if and when needed.

I trust this Statement of Intent and Management for the period 2018-2021 will be favourably received by Member States.



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D. Curriculum vitae and statement of policy and management intent of Mr. Walter Mzembi submitted with the support of the Government of Zimbabwe and received on 4 March 2017



HON. DR. WALTER MZEMBI CV

Minister of Tourism and Hospitality Industry, Republic of Zimbabwe
African Union Candidate for the UNWTO Secretary General Post

PERSONAL INFORMATION

Name:	Walter Mzembi
Address:	6 Exe Road Vainona, Harare, Zimbabwe
Telephone:	+2634775402
Cellphone:	+263775580824/+263717576255
Email:	wmzembi@gmail.com
Nationality:	Zimbabwean
Date of Birth:	16 March 1964
Citizenship:	Zimbabwe
Marital Status:	Married

ACADEMIC AND PROFESSIONAL QUALIFICATIONS

1. Doctorate Degree in Business Management (Aldersgate College), Philippines (2015); Research based Doctoral Degree
Topic: An exploratory study of Conservation Management in Zimbabwe: A Governance Perspective.
2. Master of Business Administration in Production Management (Azteca), Mexico (2013);
3. Bachelor of Business Administration (Azteca), Mexico (2011);
4. Diploma in Mechanical Engineering (Northern Technical College), Zambia (1988);

PROFESSIONAL MEMBERSHIP

1. Fellow of the Zimbabwe Institution of Engineers since 2011
2. Professional Engineer (Engineering Council of Zimbabwe)
3. Member of the Zimbabwe Institute of Engineers
4. Member of the Engineering Council of Zambia
5. Accredited International Speaker: London Speakers Bureau
6. Academician Member of Honor: European Council on Tourism and Trade (European Tourism Academy), Bucharest, Romania
7. Current Board Member on the Berlin (German) based Institute of Cultural Diplomacy

PORTFOLIOS AND ASSIGNMENTS

1. Current Minister of Tourism and Hospitality Industry
2. Deputy Minister of Water Resources and Development
3. Marketing Director Agro-Venture (Agro Industry)
4. General Manager, Stewarts and Lloyds (Water Engineering)
5. Divisional Engineer, Mitchell Cotts Engineering (Mining)
6. Area Manager-Total Zimbabwe: Management Development Program
7. Inspector of Mines (Government of Zimbabwe)

YEAR

2009 to-date

2006 - 2008

1998 - 2000

1994 - 1997

1991 - 1994

1990

1988 - 1989

OTHER POSITIONS: CURRENT AND PREVIOUSLY HELD

1. Member of Parliament (Masvingo South Constituency)	2004 to-date
2. Former Chairman, Parliamentary Committee:- Agriculture, Lands Resettlement Committee	2004 - 2006
3. Head of Delegation to the Joint Parliamentary Assembly, ACP-EU, Brussels	2004 - 2006

INTERNATIONAL POSITIONS HELD RELATED TO TOURISM

1. Southern Africa Development Community (SADC) Committee of Ministers responsible for Tourism Chairman (2015)
2. United Nations World Tourism Organization (UNWTO) Executive Council Member (2009-2013)
3. United Nations World Tourism Organization (UNWTO) Regional Commission for Africa Chairperson (2013 to date)
4. United Nations World Tourism Organization (UNWTO) Co-President in Session: 20th Session UNWTO General Assembly (2013-2015)
5. Three times President of Africa Travel Association (New York Based)

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World Tourism Organization (UNWTO) - A Specialized Agency of the United Nations

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HON. DR. WALTER MZEMBI CV CONTINUED...



ACHIEVEMENTS - INTERNATIONAL HONORS

1. African Tourism Minister of the Year (2011): African Investor Tourism Investment Awards
2. Africa Leadership Awards (2012), Mauritius
 - Brand Leadership Award (2012)
 - Mark of Excellence Award (2012)
 - Africa Leadership and Inspiration Award (2012)
3. Africa Travel Association-Outstanding Service to the Association (2012), USA
4. Africa Travel Association Presidency Appreciation Award (2012-2014), USA
5. Special Recognition for Excellence Award: African Achievers Awards (2012), Nairobi, Kenya
6. TouchRoad Sino - Africa Investment Excellence Awards (2011), Shanghai, China

DOMESTIC HONORS

1. Public Service Manager of the Year (2011), Zimbabwe Institute of Management
2. Tourism Personality of the Year (2011), Hospitality Association of Zimbabwe
3. Tourism Personality of the Year (2012), Zimbabwe Council for Tourism-
4. Outstanding Contribution to Agriculture in Zimbabwe (2012), Zimbabwe Farmers Union
5. Most Consumer Focused Executive-Service Excellence Awards (2014), Customer Contact Centre
6. Exceptional Contribution to Marketing (2015), Marketers Association of Zimbabwe
7. Tourism Image Builder of the Year (2014), Megafest Tourism Awards
8. Customer Service Executive of the Year-Service Excellence in the Public Sector (2015), Marketers Association of Zimbabwe.

LEGACY TOURISM INITIATIVES AND ACCOMPLISHMENTS

1. Successfully positioned tourism as an economic pillar at National, regional and continental levels.
2. Effectively leading efforts to seek Tourism Policy and Structural accommodation at the African Union (AU) within the context of Agenda 2063 and the AU Restructuring process, leading to the formulation of a Continental Tourism Policy.
3. Delegate to the 26th AU Summit and the Ministerial Retreat, and presented on African Tourism which was escalated to the Summit.
4. Successfully hosted the 20th Session of the UNWTO General Assembly in 2013 co-hosted by Zimbabwe and Zambia.
5. Authored a concept note accepted by the UNWTO Secretariat on Tourism and Biodiversity: Zero Tolerance to Poaching in Africa by 2020 (culminated in the commissioning of a study on Towards Measuring the Economic Value of Wildlife Watching Tourism in Africa).
6. Leveraged tourism as a tool for international re-engagement and people to people diplomacy.
7. Effectively positioned Tourism in the academic and research mind set with notable public lectures at home and abroad, including presentations to Oxford University, Ohio State University, New York University, the Institute of Cultural Diplomacy in Berlin, Chatham House, Corporate Council on Africa-USA and several regional and local academic institutions.

PUBLICATIONS

1. An Investigation of the opportunities for diversification and development of rural livelihoods provided by conservation management in Zimbabwe: The Case of communities adjacent to Hwange National Park, Victoria Falls and the Save Valley Conservancies in Zimbabwe (June 2016: Published by International Journal of Humanities and Social Studies: www.theijhss.com).
2. Understanding the impact of Human Wildlife Conflicts in Conservation Management: The Case of Victoria Falls in Zimbabwe (June 2016: Published by the International Journal of Innovative Research & Development: www.ijird.com (DOAJ (Directory of Open Access Journals), BASE - Germany, Ulrich's - USA, Open J-Gate - India, DRJI (Directory of Research Journal Indexing) and Elektronische Zeitschriftenbibliothek EZB - Germany).
3. Conservation Management in Zimbabwe: Debunking the Debate on Ecological Conservation Governance Sustainability in the 21st Century (Submitted for publication to the International Journal on Innovative Research and Development Indexed in India, Germany, Poland and the United States of America).
4. Tourism and Biodiversity: Zero Tolerance to Poaching in Africa by 2020 (A strategic Policy Concept Accepted by the UNWTO Secretariat and culminated in the commissioning of a study on Towards Measuring the Economic Value of Wildlife Watching Tourism in Africa).
5. Tourism and the War on Terror: Unique Perspective (www.eturboneews.com/67605/tourism-and-war-terror-unique-perspective-sitting-minister-touri): eTN Global Travel Industry News, Published Jan 15 2016.
6. An exploratory study of Conservation Management in Zimbabwe: A Governance Perspective (Thesis written for an Award of a Doctoral Degree by Aldersgate University College, Philippines).
7. Using a Market Share Approach towards Tourism Planning for Millennial Travelers: Implications for Evidenced Based Practice (Feb 2017: The International Journal of Business Management. www.theijbm.com)





**STATEMENT OF POLICY AND MANAGEMENT INTENT
2018-2021**

HON DR WALTER MZEMBI
**CANDIDATE FOR THE POST OF SECRETARY GENERAL OF THE
UNITED NATIONS WORLD TOURISM ORGANISATION (UNWTO)**

3 MARCH 2017



INTRODUCTION

Following my unbroken and continuous service and association with the UNWTO since 2009, beginning with my four-year tenure in the Executive Council, followed by two successive terms as Chairman of the UNWTO Regional Commission for Africa, I have willed myself to learn from my engagement and interaction with many expert practitioners in both the public and private sectors. Consequently, I have earned myself a very comprehensive appreciation of the issues that are key to advancing this sector at global level. My candidature is also underpinned by the unanimous endorsement of the 15-nation Southern Africa Development Community (SADC) and that of the 55-nation African Union (AU). This is truly humbling and contributes further to the honour I feel in submitting this statement of policy and management intent.

I list hereunder, my four-pronged agenda:

- I. Administrative and Governance reform of the organization
- II. Responsible Tourism and Sustainability
- III. Resource Mobilization and Business Development
- IV. Organisational Repositioning and Brand Development

I ADMINISTRATIVE AND GOVERNANCE REFORM OF THE ORGANIZATION

1.1 REFORM AND RENEWAL OF THE UNWTO

In our fast-changing world, where tourism continues to perform as an increasingly significant component of the global economy, but where it is beset by a range of formidable challenges which threaten to reverse some of the major achievements of the past decades, there is clear need for **reform and renewal** of the UNWTO as the overseer and custodian of global tourism if indeed the Organisation is to play an effective leadership role in successfully confronting and addressing those challenges: and to effectively respond to the aspirations and expectations of its membership. I would like to see the Regional Commissions becoming more visible, present and operational within their respective theatres of activity and to develop much closer functional synergies with the tourism industry players in the regions they represent.

I believe successive leaders of the UNWTO have recorded very significant gains for global tourism - perhaps none more so than the outgoing Secretary General whose name and legacy are indelibly etched in the history and ethos of the Organisation. The nature and range of challenges which now confront our industry, however, require a new and different kind of leadership: one extending beyond marketing excellence into the realm of high-level diplomacy and statecraft: one which can effectively take the Organisation to a new level of global visibility, consequence and relevance: and one which can deliver growth with equity and real value to all member states in terms of their aspirations and membership expectations.

My vision for the Organisation signposts an incremental growth trajectory leading to a 15% GDP contribution over my tenure as Secretary General. Ambitious? Yes. But attainable.

1.2 UNIVERSALITY

In order to be truly representative or relevant as an international organisation, **membership** is absolutely key.

It is a fundamental element of my vision to work towards **universal membership** of the Organisation, and to actively engage those nations which remain outside the UNWTO to consider joining or re-joining. It is only

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through such universal membership and truly collective engagement that the UNWTO will enhance its effectiveness and **relevance** within the broader UN family; and it is only through such universal membership that tourism, through its cross-cutting presence within all 17 SDG's, can fulfil its true potential as a significant contributor towards sustainable global socio-economic development under the SDG framework.

Universal membership will also bestow greater legitimacy and authority upon our collective efforts to conclude a comprehensive Code of Ethics - which we must convert into a binding Global Convention to guide our industry by inducing peer review, fair, moral and just practice and censure - including on the vexing issue of travel advisories and bans. The UNWTO must work to position itself as **the** recognised and ultimate authority with regard to global destination certification.

Going forward, and in order to facilitate greater integration and cross-fertilisation of ideas and experiences, it may be useful to use criteria such as the level of socio-economic development, or creating a category/grouping for Cities Communities or Product(s): again, seeking to inject more flexibility and relevance to UNWTO and rendering it more appealing and more meaningful to its member states. The criteria and procedures relative to **Affiliate** and **Associate** membership also needs to be reviewed in order to encourage and facilitate such membership to levels more commensurate with the tourism sector's projected growth and suggestions already alluded to. This will also help to address the current silo-like geographical compartmentalisation of the Organisation and the associated, inevitable impediments to organisational integration and the effective sharing of ideas and experiences.

I intend to foster tourism policy consummation, institutionalization and positive working relationships between the UNWTO Regional Commission Offices at the Headquarters and Regional Economic Communities (RECs) such as the European Union, the African Union, ASEAN Economic Community (AEC), Latin American and Caribbean Economic System (SELA) and others. **We need to develop shared programmes of work and this would not necessarily necessitate setting up offices, but devolving work-content to points of application and implementation.**

1.3 INCLUSIVITY

Universal membership of the UNWTO will provide the basis for a more fully **inclusive** Organisation: one which accommodates and fully reflects all views and which seeks, through such inclusivity, to find comprehensive, all-encompassing solutions to the challenges which confront the industry today.

As Secretary General, and still on the subject of **inclusivity**, I will campaign for the right of every individual to enjoy barrier-free travel and product-access around the globe, regardless of physical challenges, age, gender, colour or creed: **Tourism for all.**

1.4 FAIRNESS AND EQUITY

Ensuring greater **fairness and equity** in the development and growth of global tourism is another major challenge. The percentage share of global tourism receipts accruing to other parts of the world such as the Middle East, Africa and parts of Asia remain low. I will facilitate the efforts of these regions to raise their share of global tourism performance.

It will not happen on its own : the UNWTO has to work, proactively and intensively, with those less-visited regions, with global tourism and other relevant authorities as well as with the broader UN international

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community, to assist and advise in the development of sound policy options and practical approaches and programmes to address whatever challenges they are facing, to enhance their respective tourism potential and to assist them in promoting that potential to the global travelling public. This will be another key element of my leadership of the UNWTO.

1.5 THE SECRETARIAT

As Secretary General, it will be my intention to maintain a lean and efficient Secretariat - and one which can better respond to the needs and expectations of the Organisation's broad membership. I believe the Secretariat should reflect, in a fairer and more equitable manner its broad membership. I would also want to see a very significant improvement in terms of gender balance within the upper echelons of the Secretariat.

As Secretary General, within the first six months of my mandate, I will, therefore, in consultation with the Executive Council, undertake a review of the Secretariat to see how it might be re-configured in order to better respond to the requirements and priorities of my reform and renewal agenda. Cautious structural adjustments will be made taking into cognisance the delivery of the current structure and the need for financial prudence especially in budget deficit management.

II. RESOURCE MOBILIZATION AND BUSINESS DEVELOPMENT

2.1 INTEGRATION

As Secretary General I will work tirelessly in this direction, bringing even greater energy and focus to the efforts already underway and seeking to secure tourism's place as an **integral and indispensable component within the broader trade and investment value chain** - harnessing its resilience and catalytic characteristics as a low-hanging fruit.

The Organisation also needs more effective internal integration, graduating past the current silo-based components; but also needs to strive for a greater and more visible integration and presence within the broader United Nations system.

2.2 RESOURCES - A GLOBAL FUND FOR TOURISM AND RESOURCE MOBILISATION

While efforts have been made to make the UNWTO attain a fully-fledged ODA status, more needs to be done in this regard and the resource mobilization Unit established in 2010 strengthened with more creative models pursued. I have already referred to the need for the UNWTO to engage more fully with other generously funded agencies of the UN family in order to ensure that tourism and tourism-related projects are included in their respective funding programmes.

As Secretary General, I would in the first instance seek to engage national governments - specifically those in the developing and emerging economies - to commit a certain percentage of their annual national budgets to tourism. Similar approaches have been successful with regard to agriculture, the provision of clean water and the battle against HIV/AIDS.

In addition, I would wish to initiate a debate on the creation of a **Global Fund for Tourism** whereby agreed claw-backs from an already inordinately taxed sector fund this initiative. For example, a US\$ 1 per arrival levy discounted from existing taxes could provide US\$ 1, 2 billion of seed capital for such a Fund based on

2016 arrivals. These are some of the substantive issues for consideration by an International Year of Sustainable Tourism for Development Agenda come the 2017 UN General Assembly.

I will consolidate the current system of voluntary contributions combined with innovative mechanisms such as Joint Ventures or Public Private Partnership arrangements, as a leverage to double or treble the seed capital to create a meaningful source of funding with which UNWTO could respond to some of the developmental aspirations and expectations of its membership. Tourism arrivals projected to hit 1, 8 billion by year 2030 are in themselves the creative source of funding for infrastructure like airports, hotels, conference facilities, however countries need to be aware and encouraged to adopt such business modelling.

Unless the UNWTO is able to connect, in a practical, visible and transformational manner with all of its membership, it risks remaining something of a peripheral player within the broad UN family and its membership. Consequently, it fails to fulfil the enormous potential embodied in the industry it represents and whose core interests it champions.

III. RESPONSIBLE TOURISM AND SUSTAINABILITY

3.1 RESPONSIVENESS

It is the Organisation's incapacity to **respond effectively or practically** to member states' expectations or indeed aspirations which has contributed to a plateau-ing and even a fall-off in terms of membership and which, unless addressed, will lead almost certainly to further withdrawals. Already, attendance at Ministerial-level meetings is erratic and, often, disappointingly low - reflecting a perceived absence of value attached by Ministers to such gatherings.

As Secretary General, I would focus considerable attention on boosting the Organisation's capacity to respond to the expectations of member states: those member states who look to UNWTO to advise them and assist them with the development of their national or regional tourism policies, programmes and products; but also those member states who look to UNWTO for practical, collective responses to the many vexing challenges confronting the global industry today.

The issue of **tourism and security** and the recent, related efforts to impose **travel bans** on entire nations; the sensitive but unavoidable issue of **migrants**; the impact of **currency fluctuation** on tourism flows; **pandemics, climate change, natural disasters, child sexual abuse** and so on, are cases in point, and so UNWTO, in collaboration with national governments and other relevant UN agencies, should be leading debate on all of these issues, arming itself with expertise, analysis and opinion from its own ranks but heavily strengthened by commissioned input from 'Think Tanks'.

Member states expect the Organisation to respond to these issues and to be visible and audible, on behalf of the global tourism industry, both at national government level and at international fora where such matters are debated.

As Secretary General, I shall strive to foster close synergies and cooperation with recognised experts in all fields of relevance to global tourism, I will ensure that, in their deliberations on the way ahead, the Executive Council and, through them, the global tourism industry as a whole is availed the best possible analysis,

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advice and policy options with regard to the many vexing challenges which confront us all in our chosen field of tourism.

3.2 TOURISM AND SECURITY

Incorporated in the broad definition of "insecurities", and requiring timeous and sustainable responses and adaptation will be natural disasters, climate change, biodiversity terrorism - in particular wildlife poaching - marine and terrestrial. Whilst on the sensitive area of terrorism targeting tourism, I shall give maximum attention to mobilizing governments to protect tourism against this scourge through greater and enhanced security collaboration, intelligence gathering and sharing, standardization and certification of safety procedures, post-crisis management and capacity building of Member States alertness and response preparedness.

Equally, I shall leverage the soft power characteristics of tourism to complement the deployment of hard power by governments, by further unleashing the potential of people-to-people diplomacy inherent in travel and tourism, whose kinetic force can never be defeated by terror. The 1.8 billion travelers forecast by 2030, are all potentially peace ambassadors, and travel will be used to secure peace through greater social interaction, tolerance and cultural understanding.

3.3 TOURISM AND MIGRATION

The Intensifying focus on migration and the urgent need to find practical solutions to an increasingly complex and sensitive issue emerged very strongly during my recent campaign visits to European capitals. I have submitted that subject to some pretty exhaustive think-tanking and it seems clear to me that some form of "Marshall Plan" is required in order to stem the flow of African migrants across the Mediterranean: a Plan which focuses on enhanced and targeted investment in tourism and tourism-related enterprises; and which creates employment opportunities across the continent so that, in future, Africa gives Europe tourists, not migrants.

Equally the same nagging question of migration in the Americas, and within Europe itself, cannot find answers in the building of walls, literal or figurative, or in reversing the gains of openness. Part of the answer, certainly, lies in recognizing and proactively promoting tourism as an effective vehicle for job-creation and economic empowerment. The kind of vocations that migrants respond to in their host countries are to be found in the tourism sector - blue-collar jobs in the majority of cases. With such enhanced and targeted investment, such employment can be created in their home countries.

IV. ORGANISATIONAL REPOSITIONING AND BRAND DEVELOPMENT

4.1 DIPLOMACY

As Secretary General, I shall seek to significantly enhance the visibility – and indeed my role – as a diplomatic front-man for the global tourism industry, by proactively engaging governments and relevant regional and international organisations and institutions in the search for practical, lasting solutions to these pressing issues. I will promote tourism as an effective vehicle for sound inter and intra-state relations, tolerance, citizen-engagement and a constructive soft-power mechanism in the overall quest for global peace, social harmony and understanding. The Organisation needs a leader who can engage at the highest political and diplomatic levels in order to advance the cause of global tourism and, in so doing, to raise the industry's international profile and relevance.

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4.2 RELEVANCE

Universal membership of the organization is one of my key policy intentions, which will enable greater **inclusivity** and much **enhanced collective responsiveness** to global tourism issues, which in turn, will boost the **relevance** of the Organisation - not only to the member states themselves but within the broader UN itself where it commands low profile. The relative lack of importance attributed to global tourism, and the lack of effort invested in more fully integrating and linking UNWTO, specifically the developmental aspects of the Organisation's mandate, to the more generously funded UN development agencies, continues to relegate the Organisation to the periphery of global awareness, recognition and relevance. Tourism's potential in terms of sustainable socio-economic development, employment creation and the alleviation of poverty is well-recognised, and yet very little effort appears to have been made and certainly negligible success achieved in attracting or directing the funding availed under the broad UN developmental agency network or even at bilateral cooperation levels towards the financing of tourism-based or tourism-related projects - most especially in the developing or emerging world. As Secretary General, I have an obligation to listen attentively and to endeavour to accommodate as far as practically possible the expectations and aspirations of all members.

4.3 PERMANENT REPRESENTATION

The newly concluded Headquarters Agreement with the Spanish Government that provides for the deployment of Permanent Representatives will be pursued in earnest in line with my vision to strengthen relations between the UNWTO and Member States, consolidate bilateral and multilateral diplomacy, ultimately improve branding and political clout of the organisation.

Addressing these inter-related nexuses of universality, inclusivity, representation and responsiveness and, with it, the objective of enhanced international recognition of the multi-faceted potential of global tourism, will generate the global awareness and relevance so crucial to the future growth of the UNWTO.

V. CONCLUSION

The essence of my aforementioned submission, seeks to unleash the full potential of the organization and the sector that it serves, repositioning it to a government led, private sector driven and community oriented organisation.

I submit that my candidature fully embodies the necessary leadership qualities required to achieve the above policy intentions.

Madrid, Spain - 3 March 2017

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E. Curriculum vitae and statement of policy and management intent of Mr. Zurab Pololikashvili submitted with the support of the Government of Georgia and received on 2 December 2016



**CANDIDATE of GEORGIA to the post of
Secretary-General
of the World Tourism Organization (UNWTO)**

H.E. MR. ZURAB POLOLIKASHVILI

Ambassador Extraordinary and Plenipotentiary of Georgia
to the Kingdom of Spain, the Principality of Andorra,
the People's Democratic Republic of Algeria and
the Kingdom of Morocco

Permanent Representative of Georgia to the
World Tourism Organization (UNWTO)

PROFESSIONAL CAREER

- *Amb. POLOLIKASHVILI has broad experience of working in both private and public sectors at high-profile positions.*
- *He has extensive diplomatic experience, having represented Georgia to the World Tourism Organization (UNWTO), as well as serving as Ambassador Extraordinary and Plenipotentiary to the Kingdom of Spain. He also held a position of the Deputy Minister of Foreign Affairs from 2005 to 2006.*

**CURRENT
POSITION**

Ambassador Extraordinary and Plenipotentiary of Georgia to the Kingdom of Spain, the Principality of Andorra, the People's Democratic Republic of Algeria and the Kingdom of Morocco
Permanent Representative of Georgia to the World Tourism Organization (UNWTO)

2009 – 2010

Minister of Economic Development of Georgia

- *As Minister of Economic Development of Georgia, Amb. Pololikashvili was responsible for overseeing the country's long-term fiscal growth strategies, for advancing foreign trade and investment policy initiatives, as well as for promoting the development of tourism, infrastructure and transportation sectors. He was instrumental in launching an innovative policy for the development of tourism in Georgia, prioritizing the sphere on both the government and private sector agendas.*
- *During Amb. Pololikashvili's tenure as the Minister of Economic Development, through key policy reforms, marketing activities, improvement of infrastructure and visa liberalization initiatives, Georgia managed to nearly double the annual number of international arrivals, from 1.5 million (in 2009) to exceeding the 2.8 million mark by 2011. Those reforms paved the way for sustainable tourism practices in Georgia and poverty alleviation initiatives, placing Georgia among top tourist destinations in the region.*



- *Minister Pololikashvili successfully led the economic liberalization processes, introducing more supportive policies for SMEs, and incentive programs to attract foreign investment for development of hard and soft infrastructure.*
- 2006 – 2009** Ambassador Extraordinary and Plenipotentiary of Georgia to the Kingdom of Spain
- 2005 – 2006** Deputy Minister of Foreign Affairs of Georgia
- *In his capacity as Deputy Minister of Foreign Affairs of Georgia, he supervised the departments for administrative, budgetary, financial and consular affairs, as well as the Department for Human Resources Management. Pololikashvili was responsible for ushering in a new phase of more liberal and secure visa regimes, facilitation of processes to ease border crossing procedures, and deepening relations with various international organizations, including the UNWTO.*

EXPERIENCE IN PRIVATE SECTOR

Amb. Pololikashvili's private sector experience includes several years in the financial and banking sectors, serving as the Manager of International Operations for TBC Bank (one of the most successful banks in Georgia), Director of TBC Bank's Central Branch Office (2001-2005) and the Vice President of TBC Group (2010-2011).

In 2011-2012 Amb. Pololikashvili was CEO of FC Dinamo Tbilisi, the leading professional football team in Georgia.

ACADEMIC QUALIFICATIONS

- 2008 – 2009** Global Senior Management Program (GSMP), IE Business School, Instituto de Empresa, Madrid, Spain
- 1994 – 1998** Bachelor's Degree in Banking, Georgian Technical University, Tbilisi, Georgia

PERSONAL DATA

- Date of birth:** 12 January 1977, Tbilisi, Georgia
- Marital status:** Married and has three children
- Languages:** Georgian (native)
English, Spanish, and Russian (fluent)
French, Japanese and Polish (spoken)



Candidate of Georgia to the post of Secretary-General
of the World Tourism Organization (UNWTO)
H.E. MR. ZURAB POLOLIKASHVILI
Ambassador of Georgia to the Kingdom of Spain,
Permanent Representative of Georgia
to the World Tourism Organization (UNWTO)

Statement of Policy and Management Intent

The World Tourism Organization (UNWTO) has become an efficient platform providing leadership, guidance and support to the tourism sector in advancing knowledge and tourism policies worldwide.

Tourism has become the stepping-stone of nations' economies and has turned into an effective mechanism to fight poverty around the globe. The sector has transformed cultural differences into alliances and has opened opportunities, assumed to have been gone forever.

With the rapid development of the tourism industry, it is of utmost importance for member states, associate and affiliate members, and the UNWTO overall, to maintain commitment to sustainability and competitiveness. Looking to the future, we have to understand that the choices our nations make today will undoubtedly affect future generations. This is a responsibility that the UNWTO has proudly upheld for numerous years, and will continue to pursue.

Considering the aforementioned and building on the tremendous success of the organization, it is time to usher in a new era of applied initiatives. The UNWTO will put emphasis on concrete projects with tangible outcomes to further support its members in an era of innovation, knowledge-sharing and entrepreneurship.

FUTURE OPPORTUNITIES AND STRATEGIC CHANGES

The UNWTO has become a staple of success in the tourism sector; the organization has paved the way for achievements of numerous nations, organizations and consequently people. The success stories of the organization have raised its visibility and importance throughout the world as well as increased awareness of its actions, while higher demand for support from the organization has led to increased functions.

Looking ahead, it should be our priority to pursue result-oriented changes and innovations and ensure that the UNWTO further rises to the challenges that countries face on national, regional and global levels.

The tourism sector is changing dynamically; today we are faced with social and cultural phenomena, which are re-shaping the industry, and it is important that we further understand and adapt to these changes. New challenges require new approaches and the UNWTO has to adjust to the upcoming encounters.

In this light, strategic changes need to be implemented on four fronts of the organization:

- ❖ Internal;
- ❖ External;
- ❖ Socio-economic, and
- ❖ Sustainability.

The aforementioned four undertakings will bring the UNWTO and the tourism industry to new heights of progress, achievement and visibility.

INTERNAL SHIFTS

Considering that the UNWTO will be moving into a new era of more flexible and pragmatic implementation of projects, the internal workings of the organization will need to focus on the same goals.

The organization will adopt a new dynamic approach to implementing projects and supporting nations on a practical level. With this, the internal staff, alongside their existing tasks, will follow the new goal of helping member states, associate, and affiliate members to learn and take advantage of the offering that the UNWTO presents.



With this, the agenda and work-flow of the UNWTO will also be expanded to further support the aforementioned mission.

EXTERNAL ADJUSTMENTS

The UNWTO will be undertaking a new feat of supporting countries not just on the national and regional level, but will become more approachable to provide guidelines on management and marketing for different types of tourism destinations in order to ensure further growth and competitiveness.

The organization will consequently become a reference point for destination marketing and management organizations, both on national as well as local level.

With this, the UNWTO will continue to support the implementation of the Global Code of Ethics for Tourism, the prime principles to encourage tourism's socio-economic contribution and manage possible impacts, and achieving the Sustainable Development Goals (SDGs).

SOCIAL PERSUASION AND SOCIO-ECONOMIC BENEFITS

Within the most recent years, it has become abundantly clear that apart from its direct economic benefits, the tourism sector can serve as an applied and effective mechanism in the fight against poverty worldwide; it has the capability and potential to empower communities and restore hope to those most in need.

In this light, it is our inherent and unwavering priority to continue on this path, to raise social awareness about tourism, persuade communities about the potential of the sector and assist their empowerment.

SUSTAINABILITY

Sustainability and protection of the environment have long been at the center of the work of the UNWTO. We have had success with reshaping the 10-Year Framework Program activities to support sustainable policies, actions and practices. Now that we have the Sustainable Development Goals (SDGs) approved, it marks another substantial step forward.

Although we have had considerable achievements, the issue of sustainable development remains a concern. **We have to achieve a higher level of understanding of sustainability, and have to exemplify that development is not hindered by sustainable practices or policies, and that without sustainability at its core, no development is worth the tradeoff.**

In order to achieve the aforementioned strategic objectives, I have identified seven priority issues which will become the focal points of my vision for the next four years.

INTERNAL SHIFTS

1. Benefits for the member states, associate and affiliate members



1. Benefits for the member states, associate and affiliate members

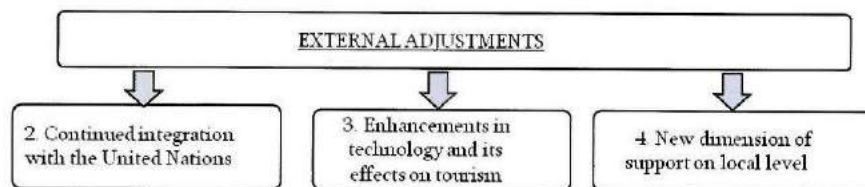
Within the past decades the UNWTO has grown both in popularity and in members. Today, the organization unites 157 countries, 6 associate members and over 500 affiliate members. These members represent the diversity of ideas, resources, challenges and successes of the organization.

Focusing on member states, it is particularly important to understand that nations at various levels of development with regards to the tourism industry are sometimes faced with similar challenges.

Even in cases when challenges posed might be similar or relevant to a group of nations, the solutions presented in each country might be fundamentally different. To this point, the UNWTO needs to dive deeper and identify not only similar challenges; but cases where similar challenges have been resolved in similar environments; thus, presenting nations with the guidelines of practical steps to be undertaken to overcome their barriers.

In order to achieve this goal, alongside the UNWTO, affiliated members of the organization will play a key role thanks to their knowledge, research and practices.

By emphasizing the pragmatic benefits of UNWTO membership, the organization will be able to continue its growth in terms of members and uphold its key role as the frontrunner for tourism.



2. Continued integration with the United Nations

We have seen continued integration of the UNWTO with the agenda of the United Nations; this is a tremendously important process, as it provides the opportunity to present the key concerns, vision and sustainability initiatives on the world platform.

With this, the celebration of 2017 as the International Year of Sustainable Tourism for Development has to be viewed as one of the key successes for the industry and the UNWTO. It truly outlines the scope of the sector and will further raise awareness about possibilities and advancements, within the UNWTO, member states, and associate and affiliate members.

With this, we have to consider the unfortunate fact that in today's world tourists need to be more wary of their travel environment. This is the reason why the UNWTO needs to continue its work to promote safe and seamless travel, and especially elevate its efforts with the United Nations Office on Drugs and Crime (UNODC). This will **further support the integration of tourism into the emergency and security mechanisms; supporting safer and more secure travel practices across the globe.** The UNWTO also need to continue supporting initiatives such as the joint campaign "Your Actions Count – Be a Responsible Traveler" launched in 2014, which supported the fight against illegal trafficking in its various forms and relevant issues.

Alongside other undertakings, we have to once again focus on pragmatic projects, and I truly believe that the declaration of 2018 as the European Year of Tourism and Cultural Heritage, and similar initiatives that involve concrete benefits, value and support, are the types of activities that will bring forward new successes for the UNWTO.



3. Enhancements in technology and its effects on tourism

We have to take into account continuous and dynamic development of technology in tourism. This process will only accelerate in the future, and as social behavior follows new trends, we will be faced with a new playfield. I strongly believe that cooperation and knowledge sharing is the only way we will have an opportunity to better understand the future travel behaviors and patterns.

The technology of today is already driving masses to new destinations, sometimes to places rarely explored by travelers, thus we have to seize this opportunity and create new destination management and marketing models to take advantage of these new platforms and support competitiveness, rather than dismissing their impact.

4. New dimension of support on local level

We are more aware of tourism's effects and relations to other sectors than we have ever been before. We understand the delicate cohesion between local level destination marketing and management to the overall success and development of the tourism industry in nations. We are aware of the particularities and challenges of various destinations, and at the same time, we understand the reasoning behind successes and "best practices" of other destinations.

Considering the aforementioned, we need to enter a new phase of analyzing local level destination marketing and management practices. The UNWTO will not only focus on nations' competitiveness regionally and globally, but will also have to place emphasis on local-level development. The UNWTO's key role in this regard will be to analyze similar local level destination cases, not only in terms of successful practices, but also by identifying success stories in similar economic, social, environmental and tourism development level cases.

This is particularly important because, as mentioned before, in order to support tourism development, we need to understand its effects and consider available resources in other relevant sectors. In this light, nations on the local level will have a guideline of relevant practices implemented in similar destinations, in similar environments, and at a similar development level.

SOCIAL PRESVATION AND SOCIO-ECONOMIC BENEFITS

5. Raise social awareness, persuading communities and assisting their empowerment

5. Raise social awareness, persuading communities and assisting their empowerment

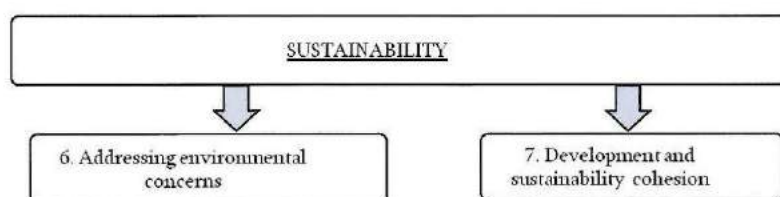
Tourism is a people-based service sector and we have to underline that communities are our greatest assets. We have reached a tipping point when most nations around the globe are convinced of the power of tourism, and its ability to change the lives of thousands, if not millions of people.

With this in mind, it has become a priority to go a step further and bring the message of tourism directly to the people, the communities, and societies. We have to persuade the people that their everyday livelihoods could be significantly improved by opening up to new opportunities.

We have seen the rise of homestay programs, the success of charity tourism, and what effects they might have on people's lives. We have to understand that these are new and innovative approaches, which represent the core values of our humanity, and we need to support and praise such undertakings, alongside other successes.

Considering the aforementioned, further emphasis needs to be placed on fostering education and skills on a local level. This, in turn, will facilitate employment, entrepreneurship and better lives for those that need the support of their fellow people.





6. Addressing environmental concerns

The Sustainable Development Goals (SDGs) and the Paris Agreement on climate change are the prime examples of global sustainable agendas for the benefit of our nations, our peoples and our planet as a whole.

Although tourism has a special role to play in this regard, **the UNWTO needs to emphasize its involvement in policy-making, global agenda setting and “best practices” identification processes.** To this point, with the announcement of 2017 as the International Year of Sustainable Tourism for Development, we have been given a great opportunity to support sustainability at its core, to display and exemplify what the sector can and will do to support the global sustainable agenda.

7. Development and sustainability cohesion

Considering that sustainability is a core concern for almost all nations, we have to understand the reasons why development and sustainable practices are not implemented simultaneously in all cases. The three major issues in this field are still lack of knowledge, lack of resources (be it fiscal or non-fiscal) and the mistaken concern that sustainability might hinder swift development.

These three issues, in particular, seem to be on the minds of every developing nation. While the UNWTO may not have the power or the authority to resolve all three of them at once, we do have the unique position of being the reference point and the trendsetter for resolution of these issues.

The UNWTO is already active in the preparation of relevant documents and publications about sustainable practices, but in today's dynamic world the publications are not enough to support destinations, and international level expertise is usually only available for a limited amount of time. **Thus, we need to aim to facilitate the process of developing local and national level expertise, which will support destinations by bringing most innovative and latest practices to their doorsteps and be available to assist the destination when required.** This can be done through a series of training-for-trainers courses or task teams – comprised of both member states and affiliate members.

With limited resources, nations are faced with the difficult decision of allocating the priority to sustainable practices. The UNWTO's key role in this regard has to become the exemplification that with limited resources, it is to the benefit of a destination to allocate them more strategically and implement projects in a more sustainable way, as these will lead to fewer expenses in the future. **Destinations need to focus on creating long-term assets rather than long-term liabilities, and sustainability is the crucial factor in this decision.**

Finally, we have to address the misleading opinion that sustainability hinders or in some ways forms barriers for development. While it is true that in some cases implementation of sustainable practices might be a time-consuming initiative, we have to highlight the risks and dangers of not applying the aforementioned practices accordingly. We have to assist the destinations to be courageous enough to handle the sustainability concerns today before they become worse issues tomorrow. Postponement of these initiatives will lead to more costly and more difficult issues, while becoming a catalyst for the destruction of cultural heritage, natural and environmental ecosystems.



Considering my aforementioned agenda, I truly believe that together the member states and the UNWTO Secretariat as the leading group will be able to fully utilize the potential opportunities and strength of the organization.

I commit myself to uphold the values of the UNWTO, together with this agenda, and seek the valuable support of my fellow colleagues, friends and distinguished individuals – as if elected, I plan to do my utmost to strengthen the UNWTO and achieve the goals which we, as individual states, are at a disadvantage to accomplish.

ZURAB POLOLIKASHVILI

Madrid, 2016



F. Curriculum vitae and statement of policy and management intent of Mr. Alain St. Ange submitted with the support of the Government of Seychelles and received on 18 January 2017

Alain Raoul Basil Marie St. Ange

Personal Profile

Alain Raoul Basil Marie St. Ange

Date of Birth: 24th October 1954

Nationality: Seychellois

Marital Status: Married with two children

Health: Excellent

Leisure Activities: Amateur Historian, Landscaping & Gardening

Languages: English, French, Creole, German
(Spoken and Written)

Memberships: Hotel and Catering International Management Association (MHCIMA),
The Tourism Society (MTS), British Institute of Management (MBIM), Cookery and
Food Association (MCFA), Confrerie de la Chaine des Rotisseurs

Education: 1973 - Seychelles College
(Secondary Grammar School)

Further Studies:

Carl Duisberg College (West Germany)
Ecole Internationale de Bordeaux (France)
University of Sydney (Australia)

Educational Qualifications:

Cambridge School Certificate for:

English, French, English Literature, Mathematics, Geography,
History and Biology

Carl Duisberg Sprachinstitut Certificate for:
German as a foreign language

***Carl Duisberg Hotel und Gaststätten Berufs Fachschule
Certificate for:***
Hotel Management



Duties:

Responsible for re-launching Seychelles as a tourism destination after the economic difficulties of 2008 in the island's main tourism market.

Responsible for planning and implementing new strategies to gain confidence for the destination and to work with International Airlines to encourage them to open routes to Seychelles.

Responsible for posting Seychellois as Tourism Attaché in the Board's Overseas Offices and for launching the Tourism Ambassador's Program and the Friends of Seychelles – Press Club.

March 1998 - to Aug 2007: Mason's Travel, Seychelles
P.O.Box 459, Victoria, Mahe, Seychelles

Position: General Manager
Mason's GSA Hotels

Duties:

Responsible for the four hotels forming the group "Mason's GSA Hotels" and also occupying the position of General Manager of its largest property, Auberge Club des Seychelles

Denis Island

(1 executive suite, 2 junior suites, 22 standard suites, 2 restaurants, 1 bar)
Denis Island, Seychelles

Indian Ocean Lodge

(16 standard rooms, 8 suites, 1 bar, 2 restaurants)
Grand Anse, Praslin, Seychelles

Carana Beach

(16 chalets, 1 restaurant, 1 bar)
Carana Beach, Mahe, Seychelles

Auberge Club des Seychelles

(42 rooms, 2 restaurants, 1 bar)
Bel Ombre, Mahe, Seychelles

Responsible for the total operational aspect of the hotel group and of its four properties on an individual basis, including budget planning and monthly performance assessment, staffing, menu planning and overall supervision of all renovation and upgrading works. Responsible also for all the Sales and Marketing of the Group's Hotels. Attending Tourism Trade Fairs, planning all necessary promotional literature and proposing rates structure.



Dec 1984 - Nov 1986: **The Reef Hotel**
 (152 rooms, 2 restaurants, 2 bars)
 Anse Aux Pins, Mahe, Seychelles

Position: **Assistant Manager/Marketing Manager**

Duties:

Working as Duty Manager, Public Relations Manager and being responsible for marketing the hotel locally and overseas. Responsible for the hotel's entertainment programme and animation.

Aug 1984 - Dec 1984: **Pirates Arms Hotel**
 Victoria, Mahe, Seychelles

Position: **Manager**

Duties:

Fully responsible for the management of the establishment. Due to the Pirates Arms being positioned in the town centre, the hotel's restaurant served as the Meeting Place.

Oct 1983 - Aug 1984: **Seychelles Speciality Restaurant**
 6 Mill Street
 St. Peter Port
 Guernsey, Channel Islands, U.K

Position: **Manager**

Duties:

Full responsibility for the day to day Management of the restaurant. Responsible for setting up and launching of the restaurant.

July 1983 - Oct 1983: **Flying Dutchman Hotel**
 Ruelle Braye
 St Peter Port
 Guernsey, Channel Islands, U.K

Position: **Marketing Consultant**

Duties: Responsible of advising the hotel on its marketing strategy and designing all the hotel's publicity material.

April 1981 - June 1983: **Seychelles Ministry of Tourism**
 Seychelles Tourist Board
 P.O.Box 92
 Independence House
 Victoria, Mahe, Seychelles



**STATEMENT OF INTENT AND MANAGEMENT
ALAIN ST. ANGE
SEYCHELLES**

JANUARY 16, 2017



BUILDING ON THE LEGACY OF MY PREDECESSORS

A. TOURISM IN 2017 ONWARDS

1. Today, tourism is not only important in learning about the world's cultures, but it is also directly contributing to the economies of so many countries. In so doing, the industry is putting money directly into the pockets of the people in tourism destinations while stimulating economic growth and development.

A side benefit to strong economies is that tourism promotes peace. Statistics are showing that well over one billion tourists have now crossed international borders in 2016, and this comes with the fortune that is earned from the tourism industry.

Yet, even while tourism as an industry continues to grow, the time is right for reassessing today's challenges. However, to better understand the benefits of the tourism industry to each and every Member State, a Full Satellite Accounting program needs to be a top priority with environment and Travel & Tourism accounting brought together. Today, all our public statements must reflect this – adding sustainability with our growth expertise.

Accepting that the tourism industry has made and continues to make real achievements in growth, we still have to recognize there is much work to do in quality and standards. As we look at existing competition, it is evident that Member States see themselves as complementing each other. It is time to put Sustainability and Climate on an equal par to Promotion and ensure that leading organizations in this field have a high level engagement with the UNWTO.

2. Over the last couple of years, successes in tourism are constantly being challenged. The industry is resilient, but it is time for the Member States to sit together to look at the challenges we face involving both natural and man-made crises. Mainly, insecurity and the loss of safety labels is a new category of crisis that remains with tourism destinations for longer durations, and the effects drag on with no solution in sight.

Unless we work as one through the UNWTO to make tourism work for all, the United Nations Millennium Development Goals (MDG) will continue to face difficulties. Therefore, a concerted effort is needed to bring all member countries of the UNWTO together because it is only together that the world can overcome the challenges of this era. Pushing for the citizens of tourism destinations to claim back their tourism industry will help to alleviate poverty. Getting the people on board will see countries work as one to deal with climate change, relook at safety and security, strive for better health, food and energy systems, and address the many other challenges identified. Together as one, countries can consolidate their tourism industry and help it to grow.

3. The way to move ahead through these trying times is to be better prepared for long-term challenges. Fortunately, the United Nations (UN) has its United Nations World Tourism Organisation (UNWTO) as the facilitator for the world of tourism. Today, the UNWTO is needed to provide leadership and support to its Member States as it works with private sector bodies such as the World Tourism and Travel Council (W TTC), Pacific Asia Travel Association (PATA), Civil Aviation Organisation (ICAO) and the International Maritime Authority (IMO).

With a solid frontline team of public and private bodies working together, we can continue the work already started with UNESCO and UNEP to ensure that our unique assets are protected and marketed through tourism.



B. UNWTO TODAY

4. Since the IUOTO was launched over 60 years ago as the predecessor for the WTO, which then came into existence in 1975, tourism has moved forward at a remarkably rapid pace. It is therefore important that the legacy of our predecessors is safeguarded and built upon.

A needed position in that line is one as 'Secretary General Emeritus' for Taleb Rifai, the outgoing Secretary General. This position will guarantee Member States that Taleb Rifai can continue to play a part in our WTO and share his expertise and accumulated experiences.

In-house support is also needed to ensure that all States are Member States of the UNWTO. The work to ensure that a major precondition of engagement with countries and with their private and public activities is to invite them to become part of the UNWTO tourism family. Membership of the organization must become a core element of the new governance.

Nevertheless, it must be recognized that the work over the last two decades has increased membership numbers and expanded the organization's services. This has resulted in the organization's leadership in the field of tourism to be accepted and acknowledged, which is why the position of 'Secretary General Emeritus' for Taleb Rifai is a necessity.

5. For the last several decades, UNWTO has designated five of its achievements as important, which are listed as follows:

- i) The Tourism Satellite Account (TSA) developed in 1999, providing the most important tool for measuring the impact of tourism on national economies.
- ii) The Global Code of Ethics in Tourism endorsed by the UN General Assembly in 2001, considered as the key document redefining the term tourism and placing its practices on par with all international ethical values and norms.
- iii) The STEP initiative launched in 2002, representing the first serious practical attempt to link the impact of tourism to the improvement of the social and economic lives of ordinary people.
- iv) The UNWTO becoming a full-fledged specialized agency of the United Nations in 2003, recognizing tourism as an integral and essential element in the global development agenda.
- v) The most important achievement, however, lies in the fact that the UNWTO has firmly established its international status in the tourism sector. It is acknowledged and looked upon as "The Organization" to provide vision and leadership to the sector.

6. In 2017 and onwards, it is important for the UNWTO to reassess its position and 'raison d'être'. The challenges now facing the tourism industry, and thus the UNWTO, are linked at what is happening in the world at large. This is why changes within our organization are needed to ensure we are better placed to face the needs of Member States and the tourism industry as a whole.

C. TOURISM MUST SUCCEED

7. The UNWTO must realize that the way forward for the tourism industry also spells out the need for more to be done than is prescribed in the Organization's Statutes. The first point that needs to be resolved with all stakeholders is the current mission of the UNWTO.

Expectations from Member States have increased, and the visibility of the work of the Organization is better than ever before. The UNWTO, as the facilitator for Member States and for the tourism industry, is expected to provide leadership but this has to follow the chosen path of Member States at their National level, Regional level and then as an organization at a global level. Therefore, it is important for the UNWTO to work through the needs and expectations of its main regions to get a clear understanding of the aspirations and needs of each and every member State.

8. As we focus on these areas, we need to propose a revised agenda for action with clear objectives.

- Objective 1: Safety & Security
- Objective 2: Sustainability & Climate
- Objective 3: UNWTO to represent the complete world of tourism



9. Safety & Security can and will guarantee continued consolidation of the world tourism industry. Still, given that insecurity and tourism do not go together, and that the loss of the safety label is a black mark against tourism destinations, improving Safety & Security is the major challenge we face today. To safeguard the safety labels of Member States, clear objectives for action need to be worked on and agreed to. These include Ministers of Internal Affairs from Member States, International Organizations responsible for Security and the Media.

Additionally, the UNWTO has the responsibility to ensure that the necessary guidelines are in place to safeguard against man-made or natural destruction. Often, such events result in the affected Member State being put on a 'Black List', which immediately hampers the tourism industry of that country. Member States are also made vulnerable when 'black listed' by countries that serve as important tourism source markets. The UNWTO needs to be the advisory body to guide such measures and to recommend a country's removal from the 'Black List' as soon as normality is restored.

10. Sustainability & Climate is recognized as key to the continued development of the world tourism industry. No longer just an option, it is the responsibility of each and every Member State to work with the UNWTO to develop short-term policies, acceptable practices and actions that will contribute to long-term development of objectives and goals.

The UNWTO will be the body that ensures stated global and national policies in the tourism sector become part of the global sustainable development agenda as outlined by the MDGs. The UNWTO must take the leadership role in working with Member States on setting standards and ethical issues on laid out development points, focusing on social, economic, cultural and environmental areas.

Knowing that this cannot happen by itself, the UNWTO needs to be ready to assist and guide in the areas of environmental protection, climate change and biodiversity. It must also be ready to work with Member States to see how to mitigate fallouts, touching the key stated objectives listed as follows: poverty alleviation, job creation, cultural enrichment, peace building and social and economic equity.

11. UNWTO to represent the complete world of tourism is an objective that is needed more so now and in the future than it was in the past. The UNWTO speaks on behalf of the world, and therefore, it needs to have the world as part of its body. Modern challenges are too diverse and important for the Community of Nations not be working together for the long term benefit of tourism as an important industry.

For this reason, membership must become a core element of the new UNWTO in its work to engage with both the private and public sectors. This is why the help of the outgoing Secretary General is essential and why a position of 'Secretary General Emeritus' needs to be created. It is impossible for the UNWTO, as an intergovernmental organization, to contribute meaningfully to any of its objectives without working with and including all stakeholders from the Community of Nations.

12. I am proposing that these three objectives be part of a Mission Statement that is on the table to be endorsed. The work program of the UNWTO will absorb these stated Objectives.

D. PLAN FOR THE SECRETARY GENERAL'S MANDATE

13. As the new Secretary General of the UNWTO will be preparing a four-year work plan, I am happy to state the points that I feel will need to be addressed. These points will enable the UNWTO to be an Organization for the period 2018–2020.

To face the major challenges confronting the UNWTO and its Member States, I am proposing the following SEVEN-POINT PLAN. Realistically, specific plans and targets will still need to be detailed, but I am convinced that this seven-point plan represents the needs for the tourism industry of today and tomorrow. Thus, we should embrace them in order to allow the tourism industry to work to its full potential.

I. WORKING TO BRING SAFETY & SECURITY TO THE MEMBERSHIP

14. Currently, the UNWTO is a respected, sizeable organization belonging to 155 Member States that are managed by a small Secretariat with a modest budget, when compared with other International Organizations. Over the years, the UNWTO has developed a working partnership between the public and private sectors, which puts it in a good position to facilitate and lead the strategy to safeguard the Safety & Security of its Member States. Furthermore, the relationship that the UNWTO has nurtured between the



Secretariat and Member States is one that gives it the respect it needs to call on partners to collaborate and address the Safety & Security Challenge.

15. To succeed with this objective, it is important for the Organization to reaffirm the needed sense of engagement with the Member States. As the new Secretary General, it will be important for me to introduce a revision in representation for Member States as well as practices and procedures concerning the way the different organs of the UNWTO meet and operate.

The role of the Secretariat will also be reexamined. With this aim, I would ensure that Member States have a Regional Office so as to encourage more involvement in the debate and decisions regarding policy issues, work agendas and new initiatives.

16. This involves putting 'field presence' in the regions and doing away with the difficulty of engaging Member States in the plans and actions of the Organization. The 'field presence' person will report to the Regional Representatives at headquarters. Together, they can interact with Member States and be in a position to accurately reflect their priorities and concerns. Certainly, the UNWTO has attained recognition as the public sector leader in the tourism sector. That being said, however, there is still a need to accurately relate the Organization's value and contributions to its Members. The relevance of the UNWTO agenda must also be made clear and evident to alleviate concerns of the Member States.

There is no better way for this to happen than to have UNWTO 'field presence' in Member States. This will ensure that each Member State can, if they so wish, see the UNWTO at various stages of development or at strategic planning for their tourism industry. In the context of working to bring safety and security to the membership, the UNWTO must take the leadership role, be relevant to all and ensure that partner organizations and the media join together to pan out the most suitable plan of action for Member States.

17. The UNWTO must appreciate the importance of the media in this challenge, and it is only by engaging with them as partners that they will be able to appreciate the destructive potential of insecurity for the tourism industry.

II. UNWTO TO REPRESENT THE COMPLETE WORLD OF TOURISM

18. The UNWTO now has 155 Member States. It remains an intergovernmental organization and the facilitator for tourism: the industry that has the ability to put money in the pockets of the people of tourism destinations and keep economies of many a country alive. As a result, membership has grown for the UNWTO, but more needs to be done to bring non-members into the tourism family of the world.

Many important tourism destinations, particularly in Europe, North America and Australasia are still outside the UNWTO. A personalized and innovative approach must be adopted to encourage these countries to join the UNWTO, and at the same time, ensure that it truly represents the entire international tourism community.

19. Visibility and working the open door policy for the Organization is very important today. This will ensure that the UNWTO retains its membership and entices others to join. The UNWTO must also be able to accommodate the different structures of National Tourism Administrations that exist today. A new approach is needed to ensure that countries with a different National Tourism Administration are able to join the UNWTO and see the relevance and value of membership. To achieve this objective, I intend to work with the outgoing Secretary General in his capacity as 'Secretary General Emeritus' for a positive one-on-one approach.

III. SEEING THE STRENGTH FOR MEMBER STATES TO BE WITHIN THE UN SYSTEM AND THE GLOBAL DEVELOPMENT AGENDA

20. Member States of the UNWTO must be able to see and appreciate the benefits of being part of the UN System. Only in 2003 did the UNWTO become a specialized agency of the UN, and it is the UN Specialized Agency with a wide crosscutting mandate. Yet, the level of integration and cooperation within the UN system is still not enough to impress Member States. The importance of tourism to the world merits the UNWTO's rightful place in the Community of Nations. However, the UNWTO will need to embark on a visibility campaign to showcase its importance to the world's economy and for Member States to defend the Organization to help propel it to greater heights.



21. Achieving greater integration and involvement with other global and regional partners lies in the UNWTO's ability to make its case through its media partners, in Member States with able representation in their Foreign Affairs Departments and with other UN affiliated bodies. It is also vital to convey the importance of tourism and raise awareness of its potential contributions to the global sustainable development agenda.

It must become clear that more efforts are needed to link tourism to three major global challenges listed as:

- i) **Poverty Alleviation**
- ii) **Employment**
- iii) **Climate Change (as well as the global challenges involved in providing for energy, security, cultural and environmental preservation)**

The UNWTO must also reexamine its human rights related programs, particularly those concerning women and children, and tell the world what it is doing to help out with their global challenges. On behalf of the UNWTO, I will work to attain the international status required for it to work in a meaningful partnership with major international and regional organizations.

22. The UNWTO is aware that the UN has attached special importance to its development agenda in Africa. As an African myself, I will ensure that the UNWTO follows this agenda and shows that we are delivering as promised.

In order for the UNWTO to achieve this important global objective, the first step will be to establish a 'field presence' in Africa immediately. This will strengthen the UNWTO's special program for Africa while ensuring that STEP initiatives and projects are followed effectively. On that same line, Small Island States are seen today as vulnerable because of climate change effects. Again, 'field presence' in Small Island States must be discussed to ensure a better understanding and a closer partnership is developed.

IV. AFFILIATE MEMBERSHIP GEARED TOWARDS BETTER ENGAGING WITH THE PRIVATE SECTORS

23. The UNWTO must continue to work with the WTTC, PATA, IATA, IMO and other private sector bodies to ensure that the Affiliate Members truly engage the private sector, and Civil Society, at all levels. Among international and intergovernmental organizations, the UNWTO is unique in its inclusion of non-governmental members as Affiliates. From its beginning, the UNWTO has welcomed non-governmental members, and to this day, Affiliate Members from the private sector continue to enjoy an integral part of the UNWTO structure.

Of course, having Affiliate Members is one thing and this structure has come a long way, but clarity as to the role of the Affiliate Members within the Organization is needed. Overall, Affiliate Members need to see that their membership has more meaning, and they need to enjoy more representation if they are to effectively perform the role expected by their presence in the UNWTO.

24. Affiliates must continue to become more active as members and debate all issues with their partners in the public sector. Meanwhile, the UNWTO must remain as the platform for this important debate and interaction.

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

V. SUSTAINABILITY AND CLIMATE

26. The UNWTO needs to position sustainability and climate change on an equal par to promotion. It also needs to ensure that leading organizations in this field have a high level of engagement with the Organization. It is time to think outside the box and appreciate that tourism for the long term is sustainable tourism. Similarly, climate change is set to bring about undue pressures on tourism development. Long ago, this approach was simply called conservation, but the world of tourism today has a Sustainable Tourism Label that needs the support of the UNWTO to give it the credibility it requires. The unique nature of the tourism industry, as well as the dynamic character of its private sector, must be utilized to boost long term tourism development and protect our world by minimizing climate change through our actions.



27. The UNWTO can play a bigger part in this area: the more we make it our challenge, the more respect we will have. The private sector of the tourism industry is well involved in this drive, and we now need to ensure that every Member State adheres to saving the industry that keep economies alive.

VI. FUNDING & GOOD GOVERNANCE

28. The UNWTO remains primarily dependent on the contributions of its Member States to fund its operations., which is why the importance of the Organization must be given greater visibility. The time is now to strengthen our excellent engagement through the UN, World Bank and related global governance systems. This will ensure that through the UNWTO we have a seat at the top level tables dealing with international financing and that we become the GO TO Agency where funds are flowing for tourism related activity. It may seem a far distant dream, but the importance of tourism will be accepted when we push forward and showcase where we stand for the economies of the world.

29. While we are looking at funding, we also need to take necessary steps to build on the legacy of my predecessors through a small, effective organization that straddles the UN, private sector and civil society, which will be increasingly geared to the demands of the SDG and climate.

30. For the UNWTO, the time has also arrived to revamp the Secretariat to ensure no 'Lifetime Tenure' and to move progressively to Full Gender Equality.

VII. EASE OF TRAVEL

29. As recent developments are discouraging travel to long haul as well as short haul destination by air travel, the time to work with IATO and IMO is now.

30. Due to regulations that keep appearing, it is the tourism industry that suffers first when travel is not seen as a necessity anymore. Alongside the WTTC and PATA, we must team up with Airport Authorities and their Security Departments to work for what can be called Ease of Travel. Not only will this benefit tourism as an industry, it will also help to boost air travel.

31. I am honored to be putting my name forward as a Candidate from the Seychelles for the post of Secretary General of the UNWTO. As a proactive and practical person with no complexes whatsoever, who is able to live with challenges as per democratic norms, I will introduce changes at the UNWTO based on my knowledge, experience and expertise. I know from spending my long career in tourism that working as a team is key to success, and I will arrive with tourism industry thinking for a tourism intergovernmental organization.

With my life-long passion of improving tourism for all, I commit myself to this Statement of Intent and Management for the period of my mandate.

Alain St.Ange

