UN Tourism

Executive Council

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Abu Dhabi, United Arab Emirates

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Agenda item 3

Progress report on the Management vision for 2026-2029

CE/127/3
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Executive summary

At its 126th session in Toledo, the Executive Council welcomed the management vision for 2026-2029, endorsed its guiding principles and priorities, and made three requests to the Secretary-General (CE/DEC/2(CXXVI), para. 6). The present report answers each of them, while the vision remains unchanged. It presents the deployment strategy of the Tourism Acceleration Fund, inviting the Council to take note of it and to authorize its Chair to put its endorsement to Members under a silence procedure; it consults the Council on phase one of the organizational efficiency of the Secretariat (section VII); and it reports on the Foundations and reform programme, with the findings of the Secretariat-wide review and the Organization's own records as the baseline for measuring progress, and on the status of the external institutional assessment. The report is deliberately Member State-centric and assesses the vision by the value it delivers to Members.

The Fund, USD 15 million from the United Arab Emirates over 2026-2029, will be deployed through Project UNI-T. It builds on the Organization's existing strengths and rests on one key idea: the Organization returns to its core mandate and shares what it does best with its Members, in line with what they have asked for. Because tourism is one of the largest sectors in most Member States and one of the least measured, the programme starts with measurement (UNT-nomics), on which three pillars build (UNT-Build for skills, UNT-Impact for targeted pilots and innovation, UNT-Explore for demand generation), with a Foundations window strengthening the Organization's operating base first.

The Fund is applied once to capability that lasts, creates no new cost for Members and is deployed in phases conditional on milestones. The Council is invited to take note of the strategy, its sequencing and its indicative allocation (Annex II), and to authorize its Chair to put its endorsement to Members under a silence procedure.

The long-term objective is to carry through the necessary reform and to build an Organization recognized across the United Nations system as the technical authority on tourism, whose success is measured, as the management vision set out, by the value it delivers to its Members.

DRAFT DECISION[1]

Agenda item 3
Progress report on the Management vision for 2026-2029
(document CE/127/3)

The Executive Council,

Recalling its decision CE/DEC/2(CXXVI),

Having examined the progress report of the Secretary-General on the management vision for 2026-2029 (document CE/127/3),

1. *Takes note with appreciation* of the progress report of the Secretary-General on the management vision for 2026-2029 and of the continuity between the direction endorsed at its 126th session and the instruments now presented;

2. *Welcomes* the progress made on the Foundations and reform programme and the adoption of a single status language, Completed / In progress / Not started, supported by the tracker of the decisions of its 126th session presented in Annex I, as the standing form in which the Secretary-General will report to the Council;

3. *Expresses its gratitude to the United Arab Emirates for its offering of the Tourism Acceleration Fund and requests the Secretary-General and the Government to conclude the necessary arrangements in compliance with the legal framework of the Organization and the guidance provided by the Executive Council;*

4. *Thanks the Republic of Angola for its voluntary contribution to the UN Tourism Pass initiative;*

5. *Takes note* of the deployment strategy and implementation framework of the Tourism Acceleration Fund, Project UNI-T, as set out in Annex II, including its sequencing and the indicative allocation of the expected contribution of USD 15 million of the United Arab Emirates for the period 2026-2029 by window;

6. *Authorizes* its Chair to circulate, after consultation with the Secretary-General, a draft decision to all its Members on the endorsement of the deployment strategy and implementation framework, under a silence procedure of at least 72 hours, following a period of not less than twenty-one days for the consideration of the document by Members;

7. *Decides* that, if the silence is not broken, the decision shall be considered adopted, and that the Council shall take note of such decision at its 128th session;

8. *Takes note* that the strengthened Programme of Work for the 2026-2027 biennium, requested at its 126th session, will be presented to the Council at its 128th session;

9. *Takes note* that the annual plan of income and expenditure of the Fund will be reviewed by the Programme and Budget Committee within the ordinary budget cycle;

[1] This is a draft decision. For the final decision adopted by the Executive Council, please refer to the Decisions document issued at the end of the session.

10. *Takes note that the UN Tourism Pass is a distinct initiative, aligned with the management vision and legally and financially separate from Project UNI-T, as presented by Angola to the Council at the present session;*

11. *Takes note* of phase one of the organizational efficiency of the Secretariat presented in section VII and of the views expressed by Members in the consultation held at the present session, and requests the Secretary-General to take those views into account and to report on progress to the Council at its 128th session;

12. *Requests the Secretary-General* to report to the Council at its 128th session on the implementation of Project UNI-T subject to the conclusion of the agreement with the Government of the United Arab Emirates and the receipt of the Tourism Acceleration Fund; and

13. *Decides* to review progress on the management vision at each of its sessions until the 27th session of the General Assembly.

I. From Toledo to Abu Dhabi

In Toledo	In Abu Dhabi, the Secretary-General reports
"Welcomes the management vision presented by the Secretary-General, as a preliminary indication of the strategic direction of her mandate, ahead of the more detailed proposals that will be presented to the Council for endorsement" (CE/DEC/2(CXXVI), para. 1).	The direction is unchanged. The detailed proposals are presented as set out in the table below.

1. The communication submitted to the 126th session (document CE/126/3) set out the strategic direction of the mandate that began on 1 January 2026, drawing on direct engagement with Member States across all six regions, a Secretariat-wide review and an external institutional assessment. The Council endorsed its three guiding principles (building new institutional Foundations, placing Member States at the core of the work of the Organization, and committing to depth and quality of delivery) in alignment with the agenda of UN reform initiatives, and its four priorities (Foundations, Collaboration, Capacity Building and Sustainability), with Foundations as the immediate priority.

2. In paragraph 6 of decision CE/DEC/2(CXXVI) the Council made three requests. The table below records where each is answered; Annex I tracks every decision of the 126th session line by line.

Request of the Council (CE/DEC/2(CXXVI), para. 6)	Where answered
(a) To present the deployment strategy of the Tourism Acceleration Fund to the Executive Council […] for endorsement	Section V and Annex II.
(a) To present […] the strengthened Programme of Work for the 2026-2027 biennium for endorsement	128th session.
(a) To consult the Council on the progress of the organizational structure of the Secretariat as that work matures	Section VII.
(b) To continue the Foundations and reform programme launched during the first months of her mandate and to keep Members fully and regularly informed of progress	Sections II and III; Annex I; document CE/127/7, item 7 (oversight recommendations); document CE/127/10, item 10 (human resources).
(c) To report at each session of the Executive Council until the 27th session of the General Assembly on the implementation of the recommendations of oversight bodies and on the broader accountability framework of the Organization	Document CE/127/7, item 7; status of the external institutional assessment announced in document CE/126/3, paragraph 9: section III of this document.

II. Leadership and way of working

In Toledo	In Abu Dhabi, the Secretary-General reports
“Endorses the three guiding principles that will frame the mandate […] and committing to depth and quality of delivery” (CE/DEC/2(CXXVI), para. 2).	The principle has been turned into decisions by defining what the Organization does and what it will not.

The choices made

3. An Organization asked to do more on every front, with limited resources, accumulates initiatives faster than results. The Secretary-General has therefore made the depth-and-quality principle (CE/126/3, para. 14) operational through four decisions. Strategic focus also requires recognizing where the Organization does not have a comparative advantage. The four decisions outlined below reflect this deliberate approach to prioritization.

   (a) **Four priorities:** the strengthened Programme of Work for 2026-2027, to be presented to the Council at its 128th session, will concentrate resources on Foundations, Collaboration, Capacity Building and Sustainability.

(b) **Consolidate the existing network:** no further international expansion of the Secretariat is envisaged in the short term. The Regional and Thematic Offices already decided by the General Assembly are consolidated first, under the legal and operational framework adopted by the General Assembly in resolution 785(XXVI); their status is reported under item 11.

(c) **One delivery vehicle:** the Tourism Acceleration Fund will be deployed through a single ecosystem, Project UNI-T, rather than through a portfolio of separate projects, so that every window serves the same objective and reports in the same way (section V, Annex II).

(d) **Secure the backbone:** within Project UNI-T, the first resources will go to the Foundations window and to UNT-nomics, the measurement of tourism's contribution, because every other window depends on them.

The currency of trust

4. The Organization places Member States at the core, and Members trust it for two reasons that the Secretary-General intends to strengthen: the United Nations behind its name and the expertise behind its mandate. At a time of increased scrutiny of the United Nations system, she has chosen to strengthen that identity, working more closely with United Nations system entities (UNESCO, UNEP, UN-Habitat, FAO, ICAO, WIPO and UNDP) and with other international organizations such as the OECD, so as to draw on existing tools and expertise rather than duplicate them and to increase the value Members receive from their contribution (section IV). The objective is that UN Tourism be recognized, within the United Nations system and by international financial institutions, as the technical authority on tourism, a standing that rests on its convening of 161 Member States, through their ministers of tourism or equivalent authorities, under one mandate, and that is earned and kept through continuous engagement with Members in the Organization's events, programmes, Regional Commissions, governing bodies meetings and subsidiary organs.

Facts first

5. From the present session the Secretary-General reports on every commitment in one status language, **Completed / In progress (on track or delayed) / Not started**, modelled on the format used by the UN80 Initiative, with a document behind every "Completed". Each priority in section III and each window of Project UNI-T in Annex II opens with its status; Annex I lists every decision of the 126th session and where it is reported, and will carry the same status language from the 128th session.

6. The same discipline governs data. Without facts there is no shared truth, and without shared truth there is no trust between a Secretariat and its Members. As custodian of the international standards for tourism statistics adopted by the United Nations Statistical Commission, publishing under the Fundamental Principles of Official Statistics, the Organization offers what the market cannot: a source whose method is public and whose independence is statutory. UNT-nomics (Annex II) turns that into a service to every Member.

Engagement with Members

7. In Toledo the Council asked to be kept fully and regularly informed of progress (CE/DEC/2(CXXVI), para. 6(b)). The Secretary-General has continued the direct engagement that characterized the first months of the mandate: between June and October, the Secretary-General held 81 ministerial and ambassadorial meetings and one Regional Commission meeting for Africa. This engagement has been complemented by an open-door policy for ambassadors based in Madrid and other diplomatic representatives.

The sequence of Executive Council sessions, from Toledo (126th) to Abu Dhabi (127th) and next to Peru and the Dominican Republic, is designed to ensure that Members have clear decisions to take at each stage. The 65-minute intervention slot now reserved for Members at each

Executive Council sessions reflects the same commitment to meaningful participation in shaping the Organization's direction.

III. The four priorities: where we stand

In Toledo	In Abu Dhabi, the Secretary-General reports
"Endorses the four priorities set out by the Secretary-General: Foundations, Collaboration, Capacity Building and Sustainability" (CE/DEC/2(CXXVI), para. 3); "supports prioritizing the Foundations as the immediate priority of the mandate" (para. 4).	Each priority is reported at the level of the vision: the gap, the instrument and the status. Activities are reported under their own items.

Priority 1: Foundations

8. None of the Organization's priorities can be delivered durably without strong institutional foundations (CE/126/3, para. 12). Since June, work has continued to strengthen governance, internal controls, financial management, human resources, ethics, compliance and the Secretariat's operational capacity, as requested by the Council.

   The whistleblowing channel was launched on 20 November 2026. Under the new organizational efficiency measures, the Director of Administration and Finance will be responsible for preparing and administering the accountability framework (section VII). The post is under recruitment, with appointment expected in the first quarter of 2027. The Secretary-General has not accepted the report of the external institutional assessment announced in CE/126/3 (para. 9), which was submitted on 22 May 2026. The baseline for measuring progress comes from the Secretariat-wide review and the Organization's own records, with follow-up reported under item 7. Project UNI-T (Annex II) will finance one-off investments in these foundations that cannot be accommodated within the regular budget.

9. Communications is also central to strengthening the Organization's institutional foundations. It has already helped transform how UN Tourism is perceived, strengthening its credibility and generating renewed interest from Member States and private-sector partners in working with the Organization.

10. The progress achieved demonstrates the importance of placing even greater emphasis on strengthening the Organization's communications capacity, building on this momentum to expand its global visibility, influence and engagement. This will be supported by clear and coordinated internal and external communications, ensuring consistent information, reliable data and transparent reporting across the Secretariat.

Commitment	Status	Reported under
Foundations and reform programme continued and reported (CE/DEC/2, 6(b))	In progress / on track	Agenda items 3, 7
Whistleblowing channel established	Completed – launched 20 November 2026	Agenda item 7
Findings of the external institutional assessment reported (CE/126/3, para. 9)	In progress / delayed; report submitted on 22 May 2026, not accepted	Agenda items 3, 7
Accountability framework presented for endorsement (CE/126/3, para. 27)	In progress / delayed (to be developed and coordinated by new Director of Administration and Finance)	Agenda item 7
Human resources governance and accountability (CE/DEC/10, para. 3)	In progress / on track	Agenda item 10

Priority 2: Collaboration

11. Toledo set three axes: between Member States, between the public and the private sector, and with the United Nations system and other international organizations. The instruments are the partnerships in section II, the Regional Commissions as platforms of structured dialogue and, for

the second axis, a strategy for Affiliate Members and the private sector to be presented at the 128th session (section VIII), in response to decision CE/DEC/13(CXXVI). On the third axis, the Secretariat is also engaging the United Nations Resident Coordinators, who lead the United Nations development system in the countries they cover and agree with each government its plan for United Nations support, the Cooperation Framework. The aim is that Members' tourism priorities are written into those plans, so that the Organization can join the joint United Nations programmes that deliver them and draw on the pooled funding behind them. This extends the Organization's reach at country level without opening new offices. The Cooperation Agreement signed with the Republic of Angola (section VI) shows that Members are ready to commit resources to the vision.

Commitment	Status	Reported under
United Nations system partnerships activated in the first semester deepened	In progress / on track	Agenda items 4, 11
Regional Commissions as platforms of structured dialogue	In progress / on track	Agenda item 4
Strategy for Affiliate Members and the private sector (CE/DEC/13)	Not started – by 128th session	Agenda items 3, 12
Cooperation Agreement with Angola (UN Tourism Pass)	Completed – signed	Agenda item 3, Angola

Priority 3: Capacity Building

12. Capacity building is the single most consistent demand expressed by Member States. In Toledo, the Organization committed to strengthening the UN Tourism Academy, expanding its network of Affiliate Members and academic partners, and aligning technical cooperation with the most pressing skills gaps of the sector, with particular attention to youth and women, Small Island Developing States, Least Developed Countries and post-crisis settings.

13. In addition to the existing UN Tourism Academy that serves the industry's workforce, the UNT-Build window of Project UNI-T delivers the institutional knowledge through one new learning platform, UNT Masterclass, serving both ministries and national tourism administrations, through short courses built on real case studies and peer exchange between Members but also the staff of the Secretariat. The results of the Academy and of the programmes are reported under item 4.

Commitment	Status	Reported under
UN Tourism Academy strengthened (CE/126/3, para. 19)	In progress / on track	Agenda item 4
UNT-Build window designed and sequenced	Not started – by 128th session	Annex II
Continuous learning plan for the Secretariat	Not started – by 128th session	Agenda items 3, 10

Priority 4: Sustainability

14. Toledo addressed sustainability across its three dimensions (social, environmental and economic), in the context of the International Year of Sustainable and Resilient Tourism 2027. The gap is that sustainability is often stated as a value but rarely measured: how much of the value of tourism stays locally, and who it reaches. The instruments we will use are UNT-nomics, which measures what tourism generates in each Member State, how much of it stays and how it is shared, and the UNT-Impact pilots on climate, heritage and community livelihoods (Annex II). Preparations for the International Year are reported under item 5; the work of the subsidiary bodies, including the Inter-Institutional Working Group on Tourism and Climate Action, under item 6.

Commitment	Status	Reported under
International Year 2027: vision, framework and roadmap (CE/DEC/4)	In progress / on track	Agenda item 5
UNT-nomics: measurement of retained and distributed value	Not started – by 128th session	Annex II
Tourism Day at COP31 letter (CE/DEC/5, para. 6)	Completed	Agenda item 6

IV. Alignment with the UN80 Initiative

In Toledo	In Abu Dhabi, the Secretary-General reports
Alignment of the three guiding principles with the agenda of UN reform initiatives (CE/DEC/2(CXXVI), para. 2; CE/126/3, para. 15).	Alignment with the UN80 reform is a choice the Executive Council made in Toledo, applied as governance discipline and used as an institutional compass.

15. As a specialized agency, UN Tourism is not bound by decisions applying to the United Nations Secretariat, but is aligning its reforms with the UN80 Initiative. This reflects the principles of effectiveness, accountability, prioritization and responsiveness to Member States endorsed by the Council in Toledo, while strengthening the Organization's place within the UN system (section II).

16. The management vision reflects UN80's three areas of reform: strengthening institutional foundations (Priority 1), sharpening the mandate (strengthened Programme of Work), and aligning programmes and structure (Project UNI-T and section VII). In practice, this means applying tests of relevance, impact and coherence to the Programme of Work and to the organizational efficiency measures; adopting the reporting approach set out in *UN80 Initiative: Progress and Next Steps* (April 2026); and using existing UN system tools and services before developing new ones. Through these measures, UN Tourism aims to demonstrate that a specialized agency, regardless of size, can meaningfully apply the UN80 initiatives

UN80 element	Progress to date	Next steps and decisions
Mandate implementation review applied to the Programme of Work	Strengthened Programme of Work 2026-2027 being prepared on the basis of relevance, impact and coherence	Presentation to the Council at its 128th session; application to the 2028-2029 Programme and Budget
Results and reporting format	Status language and work-package format adopted in this report	Standing format for all reports of the Secretary-General to the Council
Organizational efficiency of the Secretariat	Efficiency measures presented in this report (section VII)	Implementation report at the 128th session; Programme and Budget 2028-2029 at the 27th General Assembly
Shared system tools and services	Consultation with UNDP, UNESCO	Options reported at the 128th session

V. Project UNI-T: the new ecosystem

In Toledo	In Abu Dhabi, the Secretary-General reports
Request to present the deployment strategy of the Tourism Acceleration Fund for endorsement (CE/DEC/2(CXXVI), para. 6(a)); implementation framework, provisionally referred to as Project UNI-T, announced in CE/126/3, para. 25.	The framework is submitted below and presented window by window in Annex II.

The programme

17. Project UNI-T is designed to measure the value of tourism in each Member State (not what arrives but what stays and how widely it is shared), demonstrate it and convert it into growth. Tourism accounts for close to 6% of jobs worldwide, an estimated 3.5% of global GDP and more than 1.5 billion international arrivals in 2025 (CE/126/3, para. 1). The programme has a measurement backbone (UNT-nomics), three pillars built on it (UNT-Build, UNT-Impact and UNT-Explore) and a Foundations window; Foundations and UNT-nomics receive the first resources, and pilots come before any scaling. The full presentation is in Annex II.

How it is financed

18. The Tourism Acceleration Fund is a contribution of USD 15 million from the United Arab Emirates for the period 2026-2029. The agreement is being finalized so that the funds can be released in the first quarter of 2027; the Council will be informed of the signature. Its allocation, the principles of its deployment and its reporting to the Council are set out in Annex II, section E.

The decision

19. The Council is invited to take note of the deployment strategy and implementation framework of the Tourism Acceleration Fund, Project UNI-T, as set out in Annex II, including its sequencing and the indicative allocation by window; to authorize its Chair to put its endorsement to Members under a silence procedure; and to take note that the strengthened Programme of Work for the 2026-2027 biennium will be presented to the Council at its 128th session.

VI. UN Tourism Pass

20. The UN Tourism Pass is a distinct initiative, funded by a voluntary contribution of the Republic of Angola as its founding donor under a Cooperation Agreement signed in October 2026, the first instalment of which is awaited. This platform creates a window that features Members' investment project pipelines allowing them to connect with investors and development finance institutions, with the Organization as facilitator. It is fully aligned with the management vision and with Project UNI-T, and it is legally and financially separate from the Tourism Acceleration Fund. The platform responds to resolution 793(XXVI) of the twenty-sixth session of the General Assembly, by which Members approved the institutionalization of the UN Tourism Africa and Americas Summit and the creation of a mechanism for South-South cooperation. Angola will present the initiative to the Council at the present session. The Secretary-General expresses her gratitude to the Government of Angola for a contribution that shows what Member-led investment in the vision looks like.

VII. Organizational efficiency of the Secretariat: phase one

In Toledo	**In Abu Dhabi, the Secretary-General reports**
"To consult the Council on the progress of the organizational structure of the Secretariat as that work matures" (CE/DEC/2(CXXVI), para. 6(a)).	In line with the Secretariat's review and the UN80 reform initiative, the measures below form phase one of the work to strengthen the Organization's Foundations. One has been decided: within her authority under the Statutes, the Secretary-General has decided to discontinue the Executive Director layer with effect from 1 January 2027. As requested in decision CE/DEC/2(CXXVI), paragraph 6(a), she consults the Council on this decision before it takes effect, and will take the Council's views into account in implementing it. The other measures are presented to the Council for consultation. Those that require no change at post level will be implemented within existing appropriations; any change at post level will be given effect through the procedures set out in the Staff Regulations and Rules and reflected in the Programme and Budget for 2028-2029, to be submitted to the 27th session of the General Assembly. An implementation report will be presented to the 128th session.

Objective

A Secretariat organized around the four priorities and the delivery of Project UNI-T, grouped by areas of expertise, while taking into account existing resources, and meeting the UN80 test of relevance, impact and coherence.

How we get there

This first phase aligns functions with priorities, avoids duplication within the Secretariat and UN system and strengthens core operations before expanding programmes.

1. **Remove the Executive Director layer**, effective 1 January 2027**.**
2. **Regroup technical departments** by expertise under the Office of the Secretary-General, merging Statistics and Market Intelligence into one Tourism Intelligence department to

provide Members with a single source of data, subject to approval of the Programme of Work for 2028-2029 by the General Assembly.

3. **Bring regional directorates directly under the Office of the Secretary-General** ensuring that teams at headquarters in Madrid work directly with Regional, Thematic and Liaison Offices, giving each Member a single point of contact. The functions of the Regional Directors for the Middle East and the Americas will transfer to the respective Regional Offices, and the corresponding changes at post level will be given effect through the procedures set out in the Staff Regulations and Rules. This simplifies reporting lines, improves coordination and enables more direct and efficient support to Members. The post of Regional Director for Asia and the Pacific will be filled through a competitive process open to candidates from all Member States.
4. **Consolidate support functions** under the Department of Administration and Finance (DAFN), covering finance, human resources, procurement, IT and general services.
5. **Make innovation and sustainability cross-cutting functions** serving all departments and regions.
6. **Recruit a Chief of Staff** and establish an internal oversight and risk function.

VIII. Way forward: the 2027 execution plan

(a) **By the 128th session (Peru, first semester 2027):** UNT-nomics methodology approach by the Secretariat; report on the implementation of the organizational efficiency measures; strategy for Affiliate Members and the private sector; updated tracker of the decisions of the 126th and 127th sessions with statuses.

(b) **By the 27th session of the General Assembly (Dominican Republic, second semester 2027):** first country-level results of UNT-nomics; first UNT-Impact pilots under way; the International Year of Sustainable and Resilient Tourism as the stage on which the results are shown; organizational efficiency measures reflected in the Programme and Budget for 2028-2029.

21. The Secretary-General invites the Executive Council to take note of the present report and to adopt the draft decision submitted with it.

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Annex I: Tracker of the decisions of the 126th session

Decision	Obligation of the Secretary-General	Reported under
CE/DEC/2, 6(a)	Present the deployment strategy of the Tourism Acceleration Fund for endorsement	Item 3 (this document, Annex II)
CE/DEC/2, 6(a)	Present the strengthened Programme of Work 2026-2027 for endorsement	128th session
CE/DEC/2, 6(a)	Consult the Council on phase one of the organizational efficiency of the Secretariat	Item 3, section VII
CE/DEC/2, 6(b)	Continue the Foundations and reform programme; keep Members fully and regularly informed	Items 3, 7, 10
CE/DEC/2, 6(c)	Report at each session until GA27 on oversight recommendations and the accountability framework	Item 7
CE/126/3, para. 9	Report the findings of the external institutional assessment	Item 3 (this document, section III); item 7
CE/126/3, para. 27	Present the accountability framework for endorsement	Item 7
CE/DEC/3, 7	Working Group of the Agenda for Europe to work with the Secretariat on the Work Plan	Item 4
CE/DEC/4, 3	Establish the Steering Committee of the International Year 2027	Item 5
CE/DEC/4, 4	Establish a dedicated project account for the International Year	Items 5, 8
CE/DEC/4, 5	Prepare the terms of use of the International Year logo	Item 5
CE/DEC/4, 6	Mobilize voluntary contributions and partnerships for the International Year	Item 5
CE/DEC/5, 6	Draft and dispatch a letter to the Presidency of COP31 on a Tourism Day	Item 6
CE/DEC/5, 8	Present the 12 provisionally admitted Affiliate Members to GA27 for ratification	GA27
CE/DEC/6, 2	Report acceptance and implementation status of recommendations to the JIU	Item 7
CE/DEC/6, 5	Keep reporting yearly on JIU and OIOS recommendations	Item 7
CE/DEC/7, 4	Proactive settlement of current-year contributions and arrears	Item 8
CE/DEC/8, 4(a)	Allocate the 2025 budgetary cash surplus as approved	Item 8
CE/DEC/8, 5	Continue approaches to Members owing contributions	Item 8
CE/DEC/9, 2	Work with Suriname to complete the procedural requirements for membership	Item 9
CE/DEC/9, 5	Payment plan of Liberia recommended to GA27	Item 9, GA27
CE/DEC/10, 3	Report on human resources governance and accountability at a future session	Item 10
CE/DEC/10, 4 and 6	Junior Professional Officers and Officials on Loan proposals from Member States	Item 10
CE/DEC/12, 1-2	Follow up with Morocco on the entry into force of the Host Country Agreement, Thematic Office on Innovation for Africa	Item 11
CE/DEC/12, 3	Consultative process with Uruguay on extension beyond February 2027; report to the next session	Item 11
CE/DEC/12, 5	Financial and administrative requirements with Uzbekistan for the Thematic Office in Samarkand	Item 11
CE/DEC/12, 9	Discussions with Japan on the reform of the Regional Support Office for Asia and the Pacific; periodic reports	Item 11
CE/DEC/12, 12-13	Host Country Agreement for the Regional Office in Shanghai; report to the next session	Item 11
CE/DEC/13, 2 and 5	Targeted expansion of Affiliate Membership; strengthen cooperation of Affiliate Members with Member States	Items 3 (section VIII), 12
CE/DEC/15, 2	Report with Colombia on the Inter-Institutional Working Group on Tourism for Peacebuilding	

Annex II: Project UNI-T, deployment strategy and implementation framework of the Tourism Acceleration Fund

INTRODUCTION

1. Tourism is a major economic sector, but its contribution is not measured consistently across Member States, so it can be undervalued in budget, investment and policy decisions. Project UNI-T builds on the Organization's core mandate and on the needs Members have identified. Alongside the Foundations investments, measurement comes first, as the evidence on which skills, practical solutions and demand generation are built. The programme deploys the United Arab Emirates' USD 15 million contribution for 2026–2029 through a Foundations window, UNT-nomics and three pillars (UNT-Build, UNT-Impact and UNT-Explore), open to every Member State. The Council is asked to endorse the strategy, sequencing and indicative allocation; pilot-country selection and methodology will be reported at its 128th session.

PRINCIPLES OF DESIGN

2. Every element of Project UNI-T has been designed according to the following principles:

1 **Advance the mandate of the Organization** under its Statutes and the four priorities endorsed by the Council in Toledo.

2 **Place Member States at the core** by strengthening each Member's own capacity to show, prove and act on the value of its tourism.

3 **Maximize concrete impact** by improving timely, demand-driven access to the Organization's expertise, and by measuring results rather than activity.

4 **Avoid duplication** with the regular budget and with the United Nations system.

5 **Build on what the Organization already holds**, as set out in section C.

6 **Act within the rules**: the Statutes, the Financial and Staff Regulations and Rules, and the decisions of the governing bodies.

A. A problem of measurement, not of promise

3. Most Member States can report visitor arrivals. Fewer can show, with evidence accepted by ministries of finance or other governmental counterparts, how much visitor spending stays locally, who benefits, what tourism costs the environment or what a new hotel, route or trained worker would add. Tourism's effects also reach well beyond the sector: into agriculture, construction, transport and the creative industries, and into the air links, restored heritage sites and local jobs that it often sets in motion. International standards exist, and UN Tourism is their custodian, but they have not been applied at the scale of its Membership. This leaves tourism with less evidence than it needs in budget, investment and policy decisions.

4. Project UNI-T addresses this gap by measuring tourism's contribution and using the results to inform investment, skills and policy. It is the implementation framework announced in CE/126/3, paragraph 25. It creates no new mandate; it makes fuller use of those already entrusted to the Organization.

B. What Members asked for

5. The survey for the Programme of Work 2026–2027 received responses from 126 Member States and four Associate Members, 79% of the combined membership. Members ranked staff shortages and talent retention first among their challenges, followed by education and skills; data for investment decisions was also among their top ten concerns.

6. Their priorities included product diversification (49%); infrastructure, human capital and protection of natural resources (43% each); innovation and digitalization (37%); marketing (33%);

sustainable development (32%); and institutional capacity (31%). They rated the Organization highly on knowledge creation (90%) and advocacy (87%), fundraising was rated lowest, at 49%.

7. Bilateral consultations echoed this demand. Members sought investment guides and access to investors; scholarships and online learning; better tourism statistics and barometers; opportunities to host UN Tourism events; and regional cooperation and joint destination promotion.

8. Allocations were tested against four inputs: Member demand, including the survey and consultations; the Riyadh Declaration's commitments on artificial intelligence, data governance, workforce development and climate resilience; departmental proposals assessed for feasibility and non-duplication and oversight findings.

C. One idea

Back to the core, in unity with Members

9. Project UNI-T brings the Organization back to its core strengths: its multilateral reach and convening of Member States, its specific technical expertise and its unique place in the UN system. It concentrates these capabilities on what Members have asked for. UNI-T expresses that unity of purpose: one programme supporting stronger tourism in each Member State and, through them, the sector as a whole.

10. The programme goes beyond counting arrivals. Its aim is to measure tourism's full contribution, the value retained locally and how widely benefits are shared. Three practical aims follow:

11. **Multiply:** establish tourism's full contribution, including direct, indirect and induced effects. **Retain:** strengthen local skills and supply chains so more value stays in the country. **Spread:** extend opportunities across regions and seasons to communities that visitor flows often bypass.

12. UN Tourism can provide shared capabilities that individual Members cannot readily build alone: comparable measurement, learning informed by evidence and demand intelligence across borders. These capabilities become more useful as more Members participate. The Organization provides the common standards, data and verification; Members retain ownership of their tourism offer and decisions. Delivery, financing and safeguards are described below.

D. The architecture

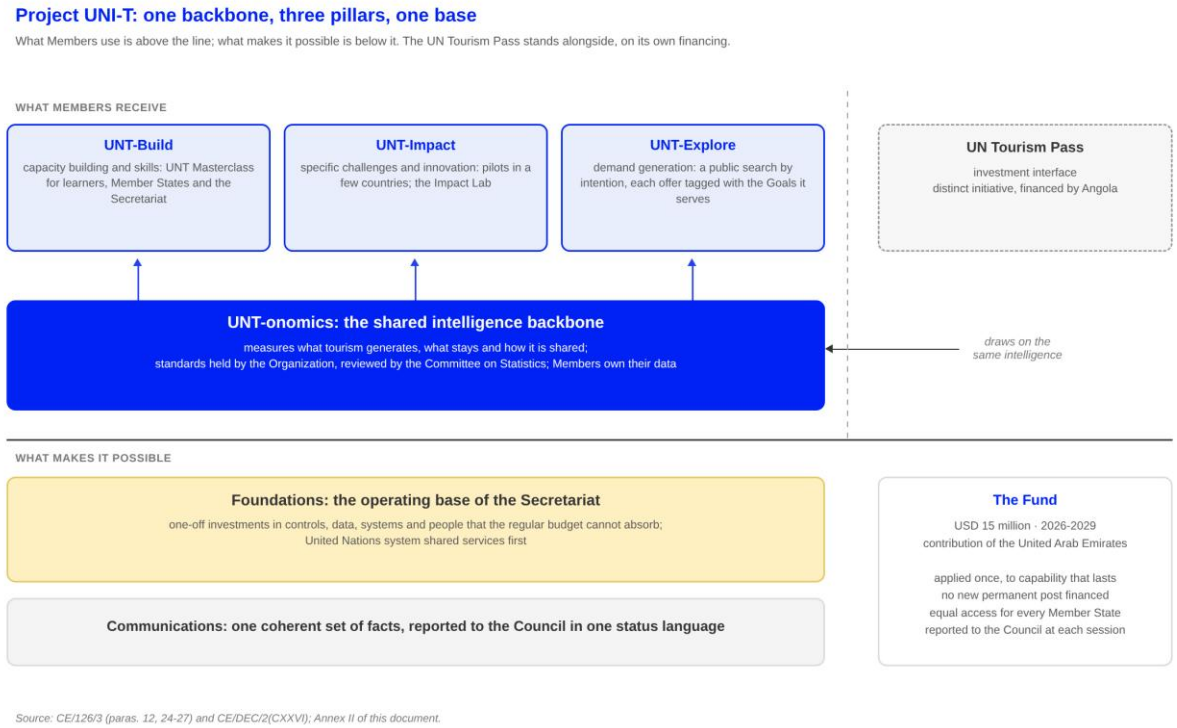
One backbone, three pillars, one base

13. Foundations receive the first resources, alongside essential work on UNT-nomics. The Fund supports one-off improvements that the regular budget cannot absorb. Other services may begin preparatory work but will not scale until the relevant Foundations milestones are met.

14. The pillars reinforce one another: UNT-nomics informs training and pilot selection; UNT-Build develops the skills to use the tools; verified UNT-Impact pilots can feature on UNT-Explore; and traveller searches provide demand intelligence. The separately financed UN Tourism Pass can draw on the same evidence (section VI). Pending a decision on the organizational efficiency measures, the Office of the Secretary-General coordinates each window with the departments concerned.

15. For Foundations, UNT-nomics and each of the three pillars, the sections below set out the challenge, the goal and the areas for action, in the form recommended by the UN80 Initiative.

At a glance: the architecture of Project UNI-T



Source: CE/126/3 (paras. 12, 24-27) and CE/DEC/2(CXXVI); Annex II of this document.

D.1 Foundations

Strengthening the base first

16% of the Fund (USD 2.40 million) to strengthen the operating base of the Secretariat

CHALLENGE: AN OPERATING BASE THAT HAS NOT KEPT PACE WITH THE MANDATE

16. This window addresses the institutional risks identified by the Secretariat-wide review and by oversight bodies.

GOAL: LOWER INSTITUTIONAL RISK AND MORE CREDIBLE DELIVERY

17. The intended result is stronger controls and active risk management before wider delivery is scaled.

AREAS FOR ACTION

18. The window funds a common data repository, cybersecurity and business continuity, alignment of financial systems with international public sector accounting standards, and an integrated human-resources framework covering workforce planning, talent development and succession.

19. It also establishes a data and digital maturity baseline against which progress can be assessed. UN system shared tools and services will be used where available

D.2 UNT-nomics

The backbone

91% of responding Members rated the Organization highly on knowledge creation

CHALLENGE: A SECTOR MEASURED BY WHAT ARRIVES, NOT BY WHAT IT BRINGS

20. The measurement gap that this window addresses is set out in section A.

GOAL: ONE SHARED MEASUREMENT BACKBONE FOR THE WHOLE PROGRAMME

21. UNT-nomics will measure tourism's economic contribution, the value retained locally and how benefits are distributed in participating Member States. It applies the international statistical standards of which UN Tourism is custodian and supports the other UNI-T services with common data and indicators.

22. For Members, the principal output is a comparable country dashboard for policy, budgeting and investment decisions. Every published figure will show its source and method, and country-specific information will require the Member's validation.

AREAS FOR ACTION

23. Methods will be reviewed by the Secretariat before use and open to peer review by national statistical offices in pilot countries.

24. Outputs include harmonized indicators, a modernized statistics database, country dashboards, a possible quarterly tourism investment sentiment indicator, and scenario tools with human oversight. Members retain control of their data; indicators must serve an identified Member need, and existing UN system data (UN Data Commons) should be reused. Pilot countries will be geographically balanced, with initial country results published with the Members concerned.

D.3 UNT-Build

Proof into skills

#1 Staff shortages and talent retention ranked first among the challenges Members named

CHALLENGE: A GROWING SHORTAGE OF SKILLED PEOPLE

25. Tourism faces a projected workforce shortfall of more than 40 million by 2035 (CE/126/3, para. 19).

GOAL: TRUSTED LEARNING FOR THE WORKFORCE AND FOR MEMBER STATES

26. UNT-Build responds to Member-identified skills gaps through complementary learning offers. The existing UN Tourism Academy serves the tourism workforce. UNT Masterclass will offer practical courses and peer exchange for ministries and national tourism administrations, alongside continuous learning for Secretariat personnel.

AREAS FOR ACTION

27. Learning will be shaped by gaps identified through UNT-nomics, covering such areas as measurement, investment readiness, destination management and sustainability reporting.

28. The Fund will finance the platform development and the necessary human capital to the projectThe Masterclass platform and its relationship to the existing Academy will be decided on cost and reach. Affiliate Members and academic institutions may contribute content; UN Tourism will set and verify quality standards. Courses will be free, available in several languages, and shaped by themes requested by Members.

29. Alongside the platform, existing regional structures will deliver training, institutional support and technical cooperation, including digital and artificial-intelligence skills. Priority groups and settings remain youth and women, Small Island Developing States, Least Developed Countries and post-crisis contexts. First pilot-country cohorts are planned for 2027.

D.4 UNT-Impact

Specific challenges, and a laboratory for innovation

8 to 10 pilots with documented, measurable outcomes by the end of year 3 (indicative target)

CHALLENGE: RESULTS THAT ARE ASSERTED RATHER THAN DEMONSTRATED

30. Few past programmes recorded what they achieved or cost, so it is hard to know which solutions work and could be repeated elsewhere.

GOAL: AN OPEN SPACE TO TEST, MEASURE AND SCALE NEW SOLUTIONS

31. UNT-Impact tests practical solutions that other Members can adopt. Pilots in a small, geographically balanced group of countries participating in UNT-nomics combine evidence, skills and policy, with community wellbeing, protection of heritage and economic viability considered together (CE/126/3, para. 20).

AREAS FOR ACTION

32. Potential themes cover One Planet and climate, Best Tourism Villages, inclusion and gender, child protection, circular economy, accessibility, ethics and governance, community livelihoods and heritage. Pilots will be assessed for regulatory fit, community readiness, partners and replicability, with results documented for reuse.

33. The UNI-T Impact Lab will invite quarterly proposals from Secretariat personnel across departments, grades and duty stations. A panel chaired by the Secretary-General will review submissions; selected pilots will receive seed resources within approved allocations and financial rules, **with a designated project lead, clear targets and deadlines.** Decisions will be reported to the Council.

34. Each pilot and the Lab will face a scale-or-stop decision at the end of year 3. Selection criteria will go to the 128th session; the first call is planned for Q1 2027 and pilots for the second half of 2027. Initial results will be shared with Members on a regular basis.

D.5 UNT-Explore

Proof into demand

CHALLENGE: NATIONAL OFFERS THAT TRAVELLERS NEVER SEE

35. Member States publish a tourism offer that many travellers never find, because discovery usually starts from a destination already chosen rather than from what a traveller wants to do.

GOAL: A PUBLIC SHOWCASE FOR THE TOURISM OFFER OF MEMBER STATES

36. UNT-Explore will help travellers find destinations and experiences by starting from what they want to do rather than from a place they have already chosen: gastronomy, sustainability, accessibility, slow travel or cultural heritage. Member States will put forward their offer, linked to the Sustainable Development Goals and to recognitions such as Best Tourism Villages and UNESCO designations.

AREAS FOR ACTION

37. Access will be free for Member States. The service will be public and non-commercial. UN Tourism will classify and verify information, not sell, book, advertise or rank destinations. Recommendations will be traceable to Member-published tourism strategies, with Affiliate Member contributions under an open framework to be defined and presented at the 128th EC Session. Verified UNT-Impact pilots and Member-validated indicators from UNT-nomics may also be featured.

38. The phased plan is a web prototype followed by mobile access, with around 25 travel intentions at maturity and safeguards for destination carrying capacity. Design will be presented to the 128th session, with launch planned during the International Year 2027.

D.6 Communications

Visibility, trust and engagement

9% of the Fund (USD 1.40 million) for communications capacity, global visibility and Member engagement

39. Communications is central to Project UNI-T's delivery and to UN Tourism's standing with Members and partners. It has already strengthened the Organization's visibility and credibility, generating renewed interest in cooperation. The dedicated window will place even greater emphasis on communications capacity, global visibility and engagement.

40. This will be supported by coordinated internal and external communications, reliable data and consistent reporting. Members will have accessible information on services and progress through the Organization's channels, including the website and Regional Commissions.

E. How the capital is deployed

41. The Tourism Acceleration Fund comprises USD 15 million contributed by the United Arab Emirates for 2026–2029. The agreement is being finalized. The Council will be informed of its signature, and funds are expected to be released in the first quarter of 2027. The Council is asked to endorse the framework and indicative allocations.

42. Three principles govern its use: alignment with Member-approved priorities, geographic balance and transparent governance. The Fund finances durable capabilities (systems, methods, content, training and time-bound expertise), not new permanent posts. The Programme and Budget

Committee will review the annual income and expenditure plan, and the Council will receive reports on commitments, disbursements and outcomes at each session.

43. All Members will have equal access to services, regardless of size or contribution, with Least Developed Countries and Small Island Developing States prioritized for onboarding. Any operating costs after 2029 will be presented through the Programme and Budget process (section H).

44. The regular budget will not absorb the costs of the implementation of the Fund, in accordance with the Financial Regulations and Rules.

At a glance: indicative allocation by window
USD 15 million, 2026–2029

Window	What the money buys	USD million	Share
Foundations	One-off investments in controls, systems, data and temporary posts that the regular budget cannot absorb	2.40	16%
UNT-nomics	Methods, data infrastructure and country support to measure contribution, retention and distribution	2.30	15%
UNT-Build	UNT Masterclass, regional skills programmes and technical cooperation, building on the existing Academy	3.60	24%
UNT-Impact	Pilots in a small number of countries; the UNI-T Impact Lab	1.80	12%
UNT-Explore	A public, non-commercial search by intention, each offer tagged with the goals it serves	1.30	9%
Communications	Communications capacity, global visibility, Member engagement and consistent evidence-based reporting	1.40	9%
Programme support	Programme management and coordination	1.05	7%
Monitoring, evaluation and audit	Independent assurance and reporting to the Council	0.45	3%
Reserve	Unallocated; any use reported to the Council	0.70	5%
Total		**15.00**	**100%**

45. Deployment is phased and conditional on prior milestones:

1) Foundations investments, UNT-nomics methodology and the Secretariat efficiency baseline (indicative USD 5.0 million);

2) Launch of UNT Masterclass, UNT-Impact and Impact Lab call and UNT-Explore (indicative USD 4.5 million); 3) Extension and strengthening of UNT existing pillars based on independent evaluation and scale-or-stop decisions (indicative USD 3.5 million).

4) Final outcomes and transition into the regular Programme of Work for eligible and sustainable projects (indicative USD 2.0 million).

F. What Project UNI-T will not do

46. Project UNI-T will not rank Members; publish country-specific data without their validation; establish a parallel statistics unit; duplicate existing UN system data; finance permanent posts from the Fund; trade, intermediate or hold third-party funds; or launch initiatives outside the Programme of Work and governing-body decisions. These boundaries protect public trust and the Organization’s mandate.

G. After 2029

From programme to capability

47. Before the Fund closes, each service will need a permanent institutional home, an identified owner and a budget provision within the Programme of Work, subject to the consultation on organizational efficiency in section VII. The proposed departments are: UNT-nomics in the

Tourism Intelligence Department; UNT Masterclass within education and capacity building; UNT-Impact pilots and the Lab within the cross-cutting innovation function. UNT Explore's affectation will be subject to later consideration.

48. Running costs after 2029 will be identified for the Programme and Budget Committee from the 2028–2029 budget cycle. Reporting on results and Member value will continue after the Fund closes.