



议程项目 4 (d)
人力资源报告

A/26/4(d)
Madrid, 25 September 2025
Original : English



联合国世旅组织正走向绿色。全体大会所有文件均可在联合国世旅组织网站获得：
<https://www.unwto.org/zh-hans>，或使用此处二维码。

执行摘要

本报告全面回顾了截至 2025 年 8 月 1 日联合国世旅组织的人力资源状况，概述了进展、挑战和根据本组织战略目标进行的改革。

截至报告之日，工作人员总人数为 301 人，其中 31% 为全职人员，69% 为辅助人员或其他职类人员。妇女占工作人员的 55% 和辅助人员的 49%，分别来自 38 个和 40 个国家。本组织继续优先考虑性别均等、平衡的地域代表性和尽可能广泛的征聘，同时保持高标准的能力和诚信。

多个员额的征聘和甄选过程正在进行之中。自上次报告所述期间以来，已批准了四项工作人员改叙。

人才的发展仍然是一个优先事项，继续与实习方案建立伙伴关系，参与联合国全系统初级专业人员框架，并扩大涵盖技术、管理和福利领域的培训活动。通过工作人员顾问的作用和积极参与联合国工作场所精神健康与福利战略，工作与生活的平衡和工作人员福利得到了加强，联合国世旅组织在该战略中的得分高于联合国系统平均水平。

本组织继续加强内部流程，人力资本管理系统的分阶段推出提高了效率和数据驱动的决策。性别平等主流化和多样性仍然至关重要，在联合国全系统行动计划 2.0 问责框架下取得了切实进展，特别是在妇女代表性方面。

政策制定仍然是一个关键的重点领域。目前正在努力最后确定关于防止骚扰、性剥削和性虐待、征聘和甄选、绩效管理和多样性方面的政策，同时对辅助人员政策进行审查。

此外，本组织正在执行联合国内部监督事务厅(监督厅)对人力资源管理的审计建议 (2023/086)。一些建议已经得到落实，计划在 2025 年 12 月前完成其余建议。

本组织自 2025 年 5 月 1 日起任命了一名新的道德操守干事。这一决定强调了本组织致力于不断加强其治理机制和问责框架，从而促进利益攸关方之间的信任和信心。

最后，本报告还提供了关于选举 2026-2027 年工作人员养恤金委员会成员的信息 (附件 II) 和工作人员协会的报告 (附件 III)。总体而言，这些发展表明本组织继续致力于培养一支专业的、包容的和负责任的工作人员队伍，以对其任务和战略愿景提供支助。

迄今为止，尚未收到正式成员和候补成员职位的候选人提名。因此，鼓励成员国考虑提出其候选人，以便全体大会能够着手选举所需的四名代表。



决议草案¹

议程项目 4 (d)
人力资源报告
(文件 A/26/4 (d))

大会，

审查了报告，

1. 注意到人力资源报告中提供的信息；
2. 对人力资源政策、学习举措和性别平等框架的执行情况，以及为本组织服务的人员目前开展的工作及其对工作方案的贡献表示满意，特别是考虑到本组织的需求不断增加而资源有限的情况；
3. 赞赏地注意到在落实联合国内部监督事务厅 (监督厅) 对人力资源职能的审计建议方面取得的进展；
4. 核准将道德、文化和社会责任部主任的职位从 P.4 提升到 P.5 的提议；
5. 鼓励成员国就初级专业人员的经费问题向本组织提出具体建议；
6. 鼓励成员国向本组织派遣借调官员，特别是考虑到本组织的需求不断增加而资源有限的情况；
7. 决定选举下列成员国为 2026-2027 两年期联合国世旅组织工作人员养恤金委员会成员：
 - (a) [成员 1] 和 [成员 2] 为正式成员；
 - (b) [成员 1] 和 [成员 2] 为候补成员。

注意到工作人员协会委员会关于 2024 年 3 月至 2025 年 9 月开展的活动的报告，

8. 注意到该协会的活动、优先事项、关切和建议；
9. 请秘书长：
 - (a) 支持与工作人员的结构化对话和协商，促进平稳的组织过渡，
 - (b) 促进更平衡的领导以确保公平招聘，
 - (c) 制定员额配置战略，明确区分临时项目和本组织的核心永久职能，以及
 - (d) 提供加强工作人员培训和技能发展的具体计划。

¹ 本文件为决议草案，关于大会最终通过的决议，请参考届会结束后发布的决议文件。

I. 报告简介及结构

1. 本报告全面概述了截至 2025 年 8 月 1 日联合国世旅组织内部的人力资源状况，重点介绍了各项主要发展、挑战和正在实施的举措。
2. 秘书长在其关于管理愿景和优先事项的报告（文件 [CE/108/5\(b\) rev.1](#)）中提出的管理变革，连同提交执委会第 113 届会议的政策与管理意向声明（文件 [CE/113/4](#)）中宣布的各项举措和活动，继续按照以前报告中所述的战略目标，在核准的资源 and 员额范围内得到落实。
3. 本报告附件 II 还载有关于工作人员养恤金委员会的资料。组成该委员会的成员和候补成员，由全体大会、秘书长和参加养恤基金的本组织官员根据《联合国合办工作人员养恤基金条例》第 6 (c) 条从成员国中选出。
4. 工作人员协会的报告作为附件 III 列入人力资源报告。

II. 联合国世旅组织的工作队伍

5. 截至 2025 年 8 月 1 日，联合国世旅组织工作人员总数为 301 人。全职人员²占工作人员总数的 31%，辅助人员和其他工作人员³占比 69%。
6. 从性别角度看，女性约占全职人员的 55%，男性约占 45%，而这个比例在不同职类有所不同。在辅助和其他人员类别，女性约占 49%，男性约占 51%。
7. 从整体地域代表性看，工作人员来自 38 个国家，服务合同持有者来自 40 个国家。重申在保持能力、效率和诚信的最高标准，并考虑到工作人员职位数量有限的同时，本组织致力于从尽可能广泛的地域范围征聘工作人员，这一点非常重要。
8. 本组织在其征聘战略中，继续优先考虑性别均等和平衡的地域代表性。
9. 作为对本报告的补充，本报告附件 I 提供了关于人力资源的工作人员概述，载有关于联合国世旅组织工作人员、性别比例和地域代表性的基本数据和指标。

III. 人力资源事项

10. 自向全体大会第 25 届会议（文件 [A/25/6](#)）和执行委员会第 123 届会议（文件 [CE/123/3\(d\)](#)）提交关于人力资源事项的报告以来，取得了以下几项发展。

A. 秘书长的决定

11. 根据《工作人员条例》第 15 (b) 条，秘书长决定任命 Tadashi Kaneko 先生（日本）担任亚洲及太平洋地区支助办事处主任（D.1），以确保该地区支助办事处的正常运行。

B. 人才吸引和职业发展

12. 在提交给执行委员会第 121 届会议（文件 [CE/121/3\(d\) rev.1](#)）、第 122 届会议（文件 [CE/122/3\(d\)](#)）和第 123 届会议（文件 [CE/123/3\(d\)](#)）的人力资源报告中，宣布了空缺通知发布后填补的职位。
13. 在空缺通知发布后，通过竞争性筛选流程填补了以下工作人员职位：
 - (a) 方案协调员(P.4)，中东地区办事处(UNWTO/HHRR/VAC/06/TMIC/2024)，沙特阿拉伯利雅得——任命了德国国民；
 - (b) 方案干事 (P.2)，传播部 (UNWTO/HHRR/VAC/03/COMM/2024)，西班牙马德里——任命了阿塞拜疆国民；

² 根据《工作人员条例和工作人员细则》在常规预算内或预算外资金下的固定任期或无限期的工作人员。

³ 根据本组织政策任命的其他人员或根据联合国开发署与联合国世旅组织之间的框架协议聘用的初级专业人员。

- (c) 高级方案助理 (G.6)，道德、文化和社会责任部 (UNWTO/HHRR/VAC/04/ECSR/2024)，西班牙马德里——任命了西班牙国民。
14. 在空缺通知发布后，下列职位的征聘和遴选工作截至本报告完成之日仍在进行中。结果将在以后的人力资源报告中公布：
- (a) 主任 (P.5)，亚洲及太平洋地区部 (UNWTO/HHRR/VAC/03/RDAP/2025)，西班牙马德里；
- (b) 主任 (P.5)，国际发展与合作部 (UNWTO/HHRR/VAC/18/IDCD/2025)，西班牙马德里；
- (c) 主任 (P.5)，美洲地区办事处 (UNWTO/HHRR/VAC/09/ROAM/2025)，巴西里约热内卢；
- (d) 方案干事 (P.2)，美洲地区办事处 (UNWTO/HHRR/VAC/04/ROAM/2025)，巴西里约热内卢；
- (e) 高级方案助理 (G.6)，总务部 (UNWTO/HHRR/VAC/19/GESE/2025)，西班牙马德里。
15. 为了确保与既定的组织结构保持一致，提议将道德、文化和社会责任部主任的职位从 P.4 职等提升到 P.5 职等。这一调整将更好地反映该职位的职责范围，并确保与可比部门的领导级别对等。

职位改叙

16. 根据联合国世旅组织《工作人员条例和工作人员细则》，本组织按照联合国全系统的叙级标准规定职位等级。根据联合国世旅组织的政策，如果工作人员认为其岗位职责和责任发生重大变化，或经秘书长决定，可申请对其职位进行改叙。
17. 在提交给执行委员会第 121 届会议 (文件 [CE/121/3\(d\) rev.1](#))、第 122 届会议 (文件 [CE/122/3\(d\)](#)) 和第 123 届会议 (文件 [CE/123/3\(d\)](#)) 的人力资源报告中，宣布了本组织进行的改叙。从向执行委员会第 123 届会议提交上一份人力资源报告之日到本报告之间，四名工作人员被改叙为同一职类的更高职等。本组织收到的其余改叙申请仍在审查中，有关决定将在今后的的人力资源报告中公布。

实习方案

18. 为提高年轻人的专业发展，本组织继续与教育机构建立多种伙伴关系，以支持联合国世旅组织的实习方案。需要重点指出的是，分配实习职位并不表示对未来在本组织内就业的保证或权利。尽管如此，这一方案为年轻人提供了深入了解本组织原则和任务的宝贵机会，他们可将其用于未来的职业生涯。
19. 此外，联合国世旅组织还参加了联合国各实体青年 2030 记分卡的年度数据收集工作，该记分卡是一项战略规划、绩效衡量和问责工具，旨在了解联合国各实体在青年 2030 战略所描述的基础和优先领域的表现，依据青年人有意愿参与原则，捕捉到联合国各实体为青年和与青年一起开展的工作。

能力建设举措

20. 成员国对于本组织的能力建设举措持续保持兴趣，该举措使成员国的旅游专家和官员能够在特定时期内无偿参与秘书处的活动。这一安排通过谅解备忘录正式敲定。尤其鼓励成员国利用这一选项，特别为位于西班牙马德里的联合国世旅组织总部，位于沙特阿拉伯利雅得和位于巴西里约热内卢的联合国世旅组织地区办事处，以及联合国世旅组织亚洲及太平洋地区支助办事处提供额外的人力资源。
21. 本组织还与联合国开发署缔结了一项关于管理联合国全系统初级专业人员方案的协议。有兴趣的成员国可通过该框架协议为其青年专业人员的职位供资，助其在联合国世旅组织工作 1 至 3 年。

C. 内部行政流程和电子人力资源工具

22. 正如之前的人力资源报告所述，已通过实施电子信息技术系统，显著提升了内部资源的效率。人力资本管理（HCM）工具自 2023 年以来已得到逐步实施，它由几个模块组成，涵盖应享权利和休假管理、人才吸引、学习与发展、绩效管理和报告等领域，使本组织可做出数据驱动的更好决定。人力资本管理工具将在 2025 年全年继续推出。

D. 性别、多元与包容

23. 本组织继续致力于实施联合国全系统性别平等主流化和增强妇女权能行动计划（联合国全系统行动计划）。该计划的问责机制由联合国系统行政首长协调理事会（首协会）设立，目前仍然有效。此外，自 2021 年以来，本组织积极参与了联合国全系统的性别平等仪表盘，支持本组织内及更广泛的联合国系统内的提高透明度努力。
24. 联合国全系统行动计划 2.0 框架⁴包括与性别平等和增强妇女权能领域相关的 17 个关键绩效指标，涵盖战略规划、审计和评估、政策、领导力、绩效、财务、性别架构和代表性、组织文化、能力评估和发展以及沟通和一致性等一系列领域。展望未来，本组织继续致力于实施联合国全系统行动计划 3.0 框架，与联合国性别平等加速计划（GEAP）保持一致。
25. 对联合国全系统行动计划 2023 年报告和 2024 年报告的一项比较显示，衡量妇女平等代表性的绩效指标 12 有所前进，从“接近要求”进展到“达到要求”，显示了联合国世旅组织对性别平等和增强妇女权能的更大承诺。

⁴ <https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability/un-swap-results/2020>

UN-SWAP Performance Indicators: Comparative Analysis of UN Tourism Results for 2023-2024

	Year	Not Applicable	Missing	Approaches requirements	Meets requirements	Exceeds requirements
PII7 Coherence	2023	○	○	○	●	○
	2024	○	○	○	●	○
PII6 Knowledge and Communication	2023	○	○	●	○	○
	2024	○	○	●	○	○
PII5 Capacity Development	2023	○	○	●	○	○
	2024	○	○	●	○	○
PII4 Capacity Assessment	2023	○	●	○	○	○
	2024	○	●	○	○	○
PII3 Organizational culture	2023	○	○	●	○	○
	2024	○	○	●	○	○
PII2 Equal representation of women	2023	○	●	○	○	○
	2024	○	○	○	●	○
PII1 Gender Architecture	2023	○	○	●	○	○
	2024	○	○	●	○	○
PII0 Financial Resource Allocation	2023	○	●	○	○	○
	2024	○	●	○	○	○
PI9 Financial Resource Tracking	2023	○	●	○	○	○
	2024	○	●	○	○	○
PI8 Gender-responsive performance management	2023	○	○	●	○	○
	2024	○	○	●	○	○
PI7 Leadership	2023	○	○	●	○	○
	2024	○	○	●	○	○
PI6 Policy	2023	○	○	●	○	○
	2024	○	○	●	○	○
PI5 Audit	2023	●	○	○	○	○
	2024	●	○	○	○	○
PI4 Evaluation	2023	●	○	○	○	○
	2024	●	○	○	○	○
PI3 Programmatic SDG Results	2023	●	○	○	○	○
	2024	●	○	○	○	○
PI2 Reporting on SDG Results	2023	○	○	○	●	○
	2024	○	○	○	●	○
PI1 Strategic Planning SDG Results	2023	○	○	○	○	●
	2024	○	○	○	○	●

E. 工作与生活平衡和健康与福祉

26. 在继续推动健康与福祉举措的努力中，本组织已任命一名代表参加联合国系统工作场所精神健康与福祉战略实施委员会。该代表参与讨论并帮助指导委员会的战略和业务方向。通过这一框架，本组织参与制定全系统的主题举措，其目标是促进联合国全系统工作场所的精神健康与福祉。在实施联合国系统工作场所精神健康与福祉战略第一年后，联合国世旅组织参加了由十二项关键指标组成的年度战略记分卡活动。值得注意的是，2024 年记分卡指标的结果将联合国世旅组织置于塑造优先考虑精神健康与福祉的工作场所文化的首位。本组织在战略记分卡的 12 个指标中，有 10 个指标的得分高于联合国平均水平，而评估减少污名活动的指标 4 的得分，是联合国平均水平的两倍多。
27. 正如之前的人力资源报告所指出，本组织在 2022 年设立了工作人员顾问这一职位，专注于为工作人员提供社会心理支持服务，并为他们配备了适合其需求的工具。这一职位对于促进本组织人员的社会心理健康仍然至关重要。

F. 学习和发展

28. 本组织继续致力于促进旨在提高工作人员技能的学习和发展活动。通过与主管人员和工作人员协会委员会协商进行全面培训需求评估，每年确定学习和发展的需要。这些举措包括语言技能、计算机素养、内部程序、写作技巧、项目管理、介绍/公开演讲、有效沟通、解决冲突、遵守伦理标准、健康和福祉、多文化多样性和包容、团队建设、管理能力、社会心理安全、预防欺诈和腐败、防止骚扰（包括性骚扰）、包容和无障碍，以及促进性别平等不同领域。
29. 正如之前的人力资源报告所述，在 2024-2025 两年期，迄今已在非暴力沟通、挑战性对话、积极的工作场所环境、基于能力的面试、重大事件和压力、预防职业倦怠、常见心理健康问题、预防自杀、沟通技能以及多样性和包容性等领域开展了若干培训活动。

G. 政策制定

30. 正如之前的人力资源报告所述，本组织正处于为 2024-2025 两年期最终确定和执行多个关键领域政策的进程中。这些工作涵盖处理骚扰（包括性骚扰和滥用职权）、防止性剥削和性虐待、征聘和选拔、核心竞争力和价值观、绩效管理、特殊岗位津贴、从定期任用转为长期任用、学习和发展、性别平等和增强妇女权能的政策，以及多样性和反歧视措施。预计还会在 2025 年年底对管理辅助人员的政策进行审查。
31. 包括性骚扰和滥用权力在内的骚扰问题政策的最终确定，再次表明本组织致力于营造一个安全、相互尊重和包容的工作环境。本组织对一切形式的骚扰保持零容忍态度，无论骚扰是由工作人员还是由外部当事方所实施，并将采取适当行动，确保这种行为得到迅速有效的处理。在这方面，本组织还在制定一份文件，以根据联合国的标准，为联合国世旅组织会议和正式会议的与会者制定行为守则，从而进一步促进相互尊重的参与，并保障其活动的完整性。

H. 联合国世旅组织人力资源管理职能审计

32. 如之前的人力资源报告所述，2023 年，联合国内部监督事务厅(监督厅)对联合国世旅组织的人力资源职能进行了审计(2023/086)。审计工作旨在评估联合国世旅组织内部有关人力资源管理方面的治理、风险管理和控制程序是否充分和有效。从 2020 年 1 月到 2023 年 5 月，审计工作对人力资源管理固有的风险领域进行了全面检查。
33. 本组织认可报告中所含建议，并已开始采取行动加以实施。但是，考虑到本组织在信息技术基础设施、财务和人力资源方面有显著的局限性，实施这些建议需要一项细致且分阶段的战略。
34. 迄今为止，本组织已成功落实第 1 号、第 2 号、第 3 号和第 4 号建议，目前正按照 2025 年 12 月 31 日的期限落实余下的全部其他建议。

I. 调研

35. 如之前的人力资源报告所述，作为确保透明度和适应当前需要的努力的一部分，本组织参加了多项联合国全系统的调查和活动，特别是在上诉机制、预防和应对性剥削和性虐待行为的政策和实践、编外人员的使用和相关合同机制、青年人才和早期职业生涯方案、医疗保险计划的质量、有效性和可持续性、职工津贴、征聘政策和做法、性别均等、灵活的工作安排、健康和福祉等方面。

J. 道德操守职能

36. 本组织自 2025 年 5 月 1 日起任命了一名新的道德操守干事。这一决定强调了本组织致力于不断加强其治理机制和问责框架，从而促进利益攸关方之间的信任和信心。

K. 冲突管理

37. 本组织没有工作人员提起任何内部申诉。



UN Tourism

Human Resources Statistics

As of August 2025

80000

70000

60000

50000

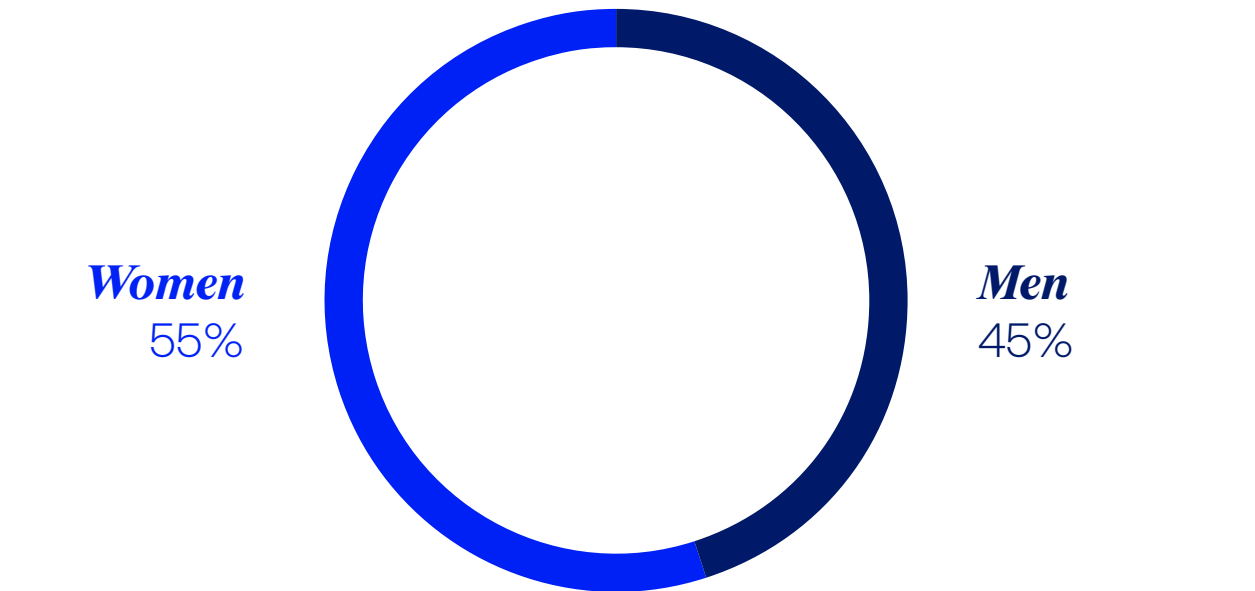
40000

Index

Workforce at a Glance as of 1 August 2025.....	3
Workforce* Distribution by Department as of 1 August 2024, 1 March 2025 and 1 August 2025.....	4
Workforce* Movement Between 1 August 2024 and 1 March 2025.....	6
Workforce* Movement Between 1 March 2025 and 1 August 2025.....	6
Workforce* Comparison by Year, from 2022 to 2025.....	7
Workforce* Gender Parity, from 2022 to 2025	7
Core Workforce Distribution by Category and Nationality as of 1 August 2025.....	8
Affiliate Workforce* Distribution by Nationality and Gender of 1 August 2025.....	9
Core Workforce and Affiliate Workforce* Distribution by Region as of 1 August 2025.....	10
Core Workforce Distribution by Grade and Gender as of 1 August 2025	10
Gender Parity by Grade*, from 2022 to 2025	11
Core Workforce Distribution by Age and Category as of 1 August 2025.....	12
Affiliate Workforce* Distribution by Age as of 1 August 2025	12
Number of Recruitments, from 2022 to 2025	13
Number of Recruitments by Gender, from 2022 to 2025.....	13
Number of Recruitments by Region, from 2022 to 2025.....	14
Workforce* Utilization of Flexible Working Arrangements (FWA) as of 1 August 2025.....	15
UN-SWAP Performance Indicators: Comparative Analysis of UN Tourism Results for 2023-2024	16

Workforce at a Glance as of 1 August 2025

As of **1 August 2025**, the UN Tourism workforce is comprised of **301 people**.



<i>Total Workforce</i>			<i>Men</i>		<i>Women</i>	
<i>Core Workforce</i>	Number	Percentage	Number	Percentage	Number	Percentage
Professional	61	20%	29	48%	32	52%
General Service	31	10%	12	39%	19	61%
TOTAL	92	31%	41	45%	51	55%

<i>Total Workforce</i>			<i>Men</i>		<i>Women</i>	
<i>Affiliate Workforce</i>	Number	Percentage	Number	Percentage	Number	Percentage
Junior Professional Officers	1	0%	1	100%	0	0%
Officials on Loan	6	2%	5	83%	1	17%
Special Advisers	10	3%	9	90%	1	10%
Service Contract	119	40%	47	39%	72	61%
Interns	18	6%	8	44%	10	56%
Experts	55	18%	36	65%	19	35%
TOTAL	209	69%	106	51%	103	49%

Workforce* Distribution by Department as of 1 August 2024, 1 March 2025 and 1 August 2025

*Special Advisers and Experts are not included.

Core Workforce		Affiliate Workforce							
		Professional	General Service	Junior Professional Officers (JPOs)	Officials on Loan	Service Contract	Interns		
Department	Year	Number, Percentage & Type of Contracts						Total Workforce	
Administration and Finance	Aug. 2024	1	1	0	0	1	0	3	1%
	Mar. 2025	0	1	0	0	1	0	2	1%
	Aug. 2025	0	1	0	0	1	0	2	1%
Affiliate Members and Public-Private Collaboration	Aug. 2024	1	1	0	0	6	1	9	4%
	Mar. 2025	1	1	0	0	6	1	9	4%
	Aug. 2025	1	1	0	0	6	0	8	3%
Budget and Finance	Aug. 2024	3	1	0	0	10	2	16	7%
	Mar. 2025	3	1	0	0	11	0	15	7%
	Mar. 2025	3	1	0	0	10	0	14	6%
Communications	Aug. 2024	0	2	0	0	6	2	10	4%
	Mar. 2025	1	1	0	0	5	0	7	3%
	Aug. 2025	1	1	0	0	5	1	9	4%
Conference Services	Aug. 2024	5	0	0	0	4	0	9	4%
	Mar. 2025	4	1	0	0	4	0	9	4%
	Aug. 2025	4	1	0	0	4	0	9	4%
Ethics, Culture and Social Responsibility	Aug. 2024	0	2	0	0	3	1	6	3%
	Mar. 2025	0	2	0	0	3	0	5	2%
	Aug. 2025	0	3	0	0	3	0	6	3%
Office of the Executive Director (1)	Aug. 2024	2	1	0	0	1	0	4	2%
	Mar. 2025	2	1	0	0	1	0	4	2%
	Aug. 2025	1	1	0	0	0	0	2	1%
Office of the Executive Director (2)	Aug. 2024	1	1	0	0	1	0	3	1%
	Mar. 2025	1	1	0	0	2	0	4	2%
	Aug. 2025	1	0	0	0	2	1	4	2%
Office of the Executive Director (3)	Mar. 2025	1	0	0	0	0	0	1	0%
	Aug. 2025	1	0	0	0	0	0	2	1%
General Services	Aug. 2024	0	3	0	0	7	0	10	4%
	Mar. 2025	0	3	0	0	7	0	10	5%
	Aug. 2025	0	3	0	0	6	0	9	4%
Human Resources	Aug. 2024	1	1	0	0	6	1	9	4%
	Mar. 2025	1	1	0	0	6	0	8	4%
	Aug. 2025	1	1	0	0	8	0	10	4%
Information and Communication Technology	Aug. 2024	1	3	0	0	5	0	9	4%
	Mar. 2025	1	3	0	0	4	0	8	4%
	Aug. 2025	1	1	0	0	8	0	8	4%
Innovation, Education and Investments	Aug. 2024	5	0	0	0	18	4	27	12%
	Mar. 2025	5	0	0	0	15	0	20	9%
	Aug. 2025	3	0	0	0	13	0	16	7%
Institutional Relations, Partnerships and Advocacy	Aug. 2024	3	0	0	0	0	0	3	1%
	Mar. 2025	3	0	0	0	2	1	6	3%
	Aug. 2025	4	0	0	0	2	2	8	3%

Core Workforce		Affiliate Workforce							
		Professional	General Service	Junior Professional Officers (JPOs)	Officials on Loan	Service Contract	Interns		
Department	Year	Number, Percentage & Type of Contracts						Total Workforce	
Office of Legal Affairs and International Standards	Aug. 2024	3	0	0	0	6	0	9	4%
	Mar. 2025	3	0	0	0	6	0	9	4%
	Aug. 2025	3	0	0	0	5	0	8	3%
Office of the Secretary-General	Aug. 2024	6	4	0	0	5	0	15	7%
	Mar. 2025	5	3	0	0	5	0	13	6%
	Aug. 2025	5	2	0	0	6	0	13	5%
Regional Department for Africa	Aug. 2024	3	0	0	0	4	0	7	3%
	Mar. 2025	3	0	0	0	4	0	7	3%
	Aug. 2025	4	0	0	0	4	0	8	3%
Regional Department for Asia and the Pacific	Aug. 2024	4	0	1	2	2	0	9	4%
	Mar. 2025	4	0	0	2	2	2	10	4%
	Aug. 2025	4	0	0	2	2	3	11	5%
Regional Department for Europe	Aug. 2024	2	0	1	1	4	1	9	4%
	Mar. 2025	3	0	0	1	4	0	8	4%
	Aug. 2025	2	0	0	1	4	2	8	3%
Regional Department for the Americas	Aug. 2024	1	2	0	0	1	0	4	2%
	Mar. 2025	1	2	0	0	1	0	4	2%
	Aug. 2025	1	2	0	0	1	0	4	2%
Regional Department for the Middle East	Aug. 2024	1	1	0	0	2	0	4	2%
	Mar. 2025	1	1	0	0	2	0	4	2%
	Aug. 2025	1	1	0	0	2	0	4	2%
Regional Office for the Americas	Mar. 2025	1	0	0	0	0	0	1	0%
	Mar. 2025	1	0	0	0	1	0	2	1%
Regional Office for the Middle East	Mar. 2025	4	1	0	0	19	0	24	11%
	Aug. 2025	5	1	0	0	18	3	26	11%
Security	Aug. 2024	1	0	0	0	0	0	1	0%
	Mar. 2025	1	0	0	0	0	0	1	0%
	Aug. 2025	1	0	0	0	0	0	1	0%
Statistics, Standards and Data	Aug. 2024	2	1	0	0	3	1	7	3%
	Mar. 2025	2	2	0	0	2	2	8	4%
	Mar. 2025	2	2	0	0	3	1	9	4%
Sustainable Tourism and Resilience	Aug. 2024	3	1	0	0	1	1	6	3%
	Mar. 2025	3	1	0	1	1	0	6	3%
	Aug. 2025	4	1	0	1	0	1	7	3%
International Development and Cooperation	Aug. 2024	3	2	0	0	4	2	11	5%
	Mar. 2025	3	2	0	0	4	1	10	5%
	Aug. 2025	1	2	0	0	3	4	10	4%
Market Intelligence, Policies and Competitiveness	Mar. 2025	5	3	0	2	12	2	24	11%
	Mar. 2025	5	3	0	2	12	0	22	11%
	Aug. 2025	4	3	0	2	7	1	18	8%
UN Liason Office in Geneva	Aug. 2025	1	0	0	0	0	0	1	0%
Regional Support Office for Asia and the Pacific	Aug. 2025	1	0	0	0	0	0	1	0%
Total	Aug. 2024	57	30	1	5	112	20	225	100%
	Mar. 2025	59	30	0	6	113	7	215	100%
	Mar. 2025	61	31	1	6	119	18	238	100%

Workforce* Movement Between 1 August 2024 and 1 March 2025

*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included.

	<i>Professional</i>	<i>General Services</i>	<i>Service Contract</i>
Appointment	4	1	13
Retirement	1	1	0
Inter-Agency Transfer or Secondment	0	0	0
Separation	2	0	7
Promotion within Category	0	1	0
Promotion from General Services to Professional	0	0	0

Workforce* Movement Between 1 March 2025 and 1 August 2025

*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included.

	<i>Professional</i>	<i>General Services</i>	<i>Service Contract</i>
Appointment	4	1	12
Retirement	0	0	0
Inter-Agency Transfer or Secondment	0	0	0
Separation	0	0	4
Promotion within Category	2	2	0
Promotion from General Services to Professional	0	0	0

Workforce* Comparison by Year, from 2022 to 2025**

*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included

**As of 31 December.

	2022	2023	1 April 2024	1 August 2024	1 March 2025	1 August 2025
Professional	54	57	55	58	59	61
General Service	38	32	30	30	30	31
Service Contract	89	96	105	112	113	119

Workforce* Gender Parity, from 2022 to 2025**

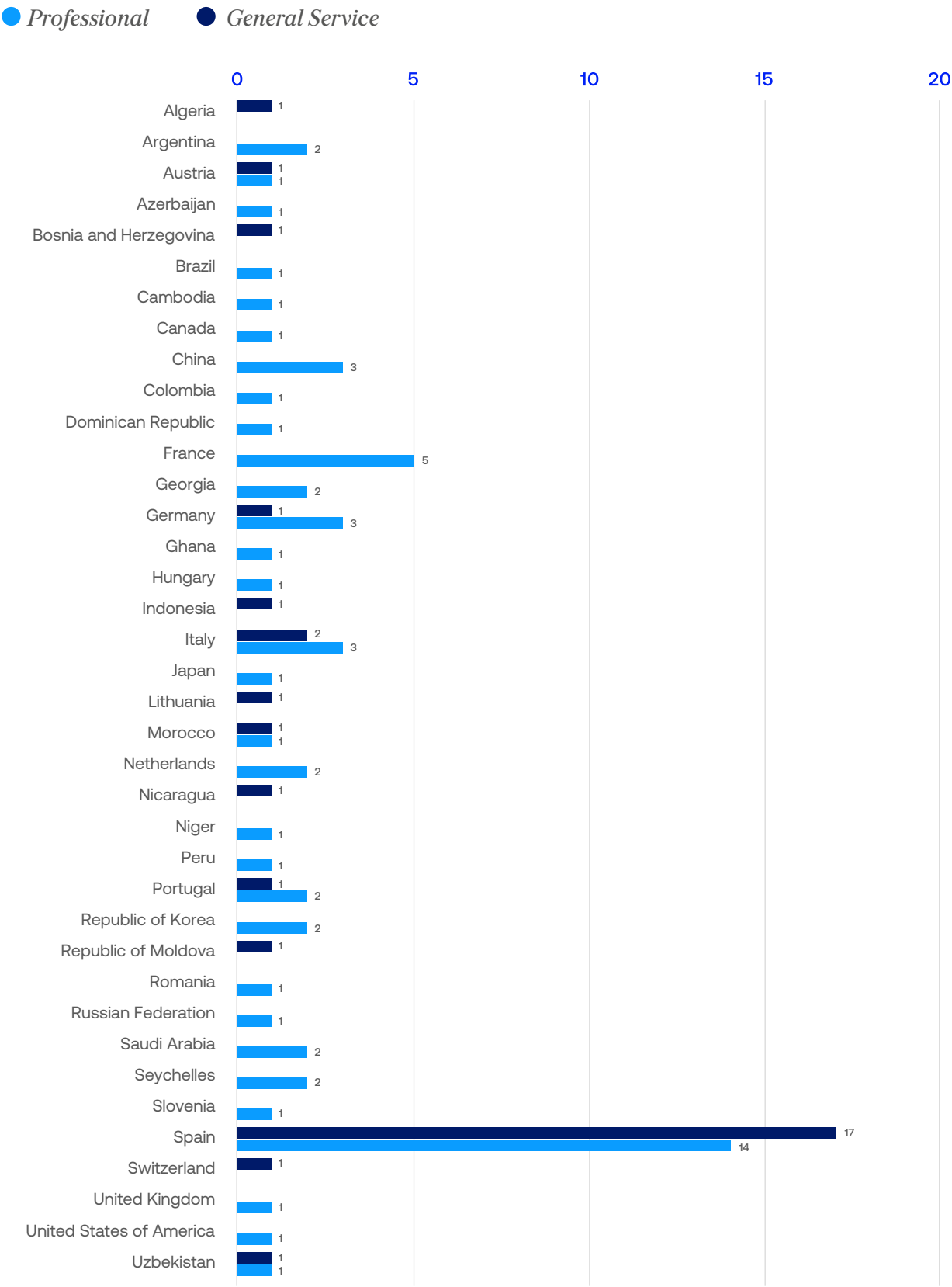
*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included.

**As of 31 December.

● *Men* ● *Women*

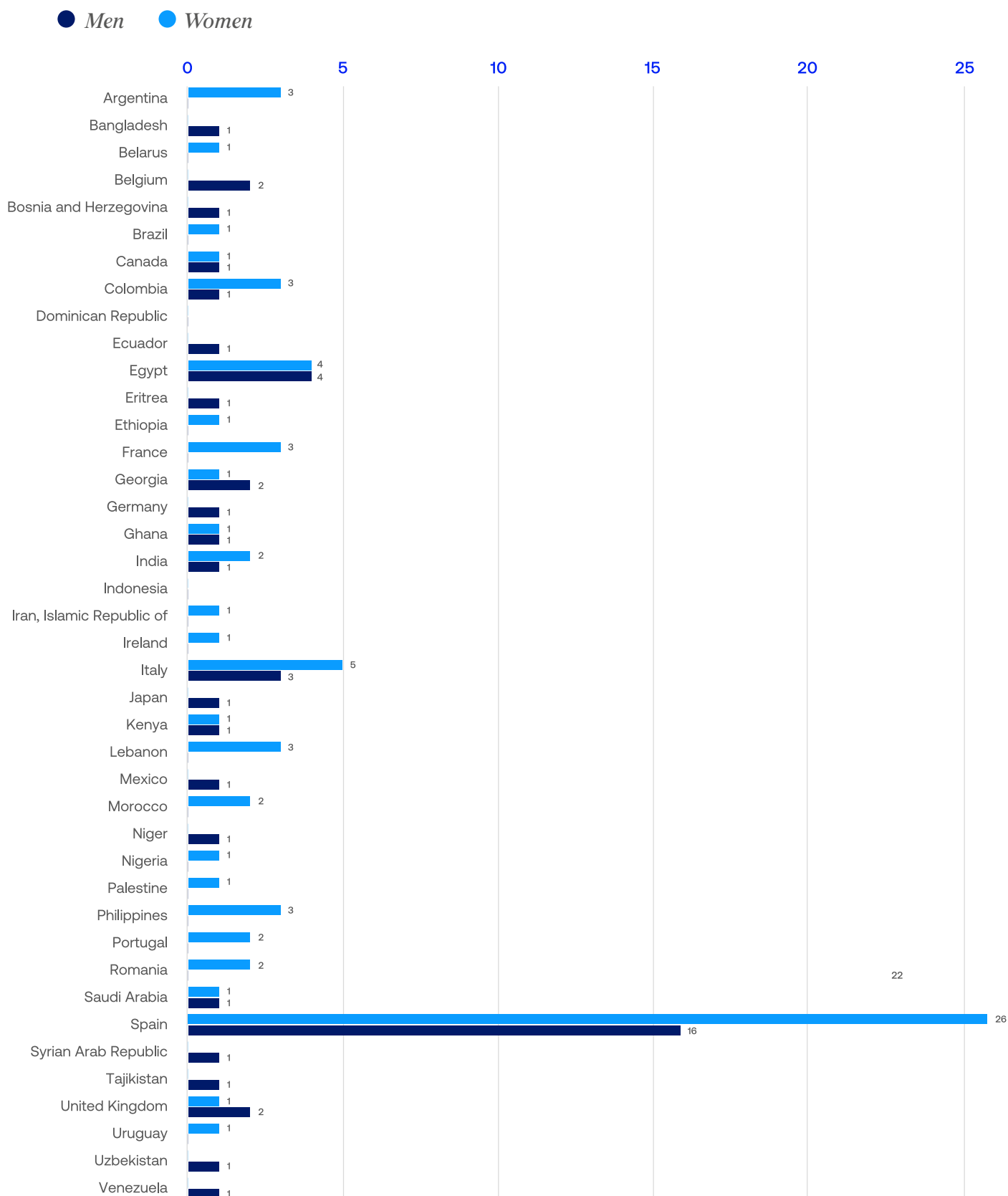
	2022	2023	1 Apr. 2024	1 Aug. 2024	1 Mar. 2025	1 Aug. 2025
Professional	27	27	25	27	27	29
	27	30	30	31	32	32
General Service	13	11	11	12	12	12
	25	21	19	18	18	19
Service Contract	36	35	40	41	44	47
	53	61	65	71	69	72

Core Workforce Distribution by Category and Nationality as of 1 August 2025



Affiliate Workforce* Distribution by Nationality and Gender of 1 August 2025

*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included



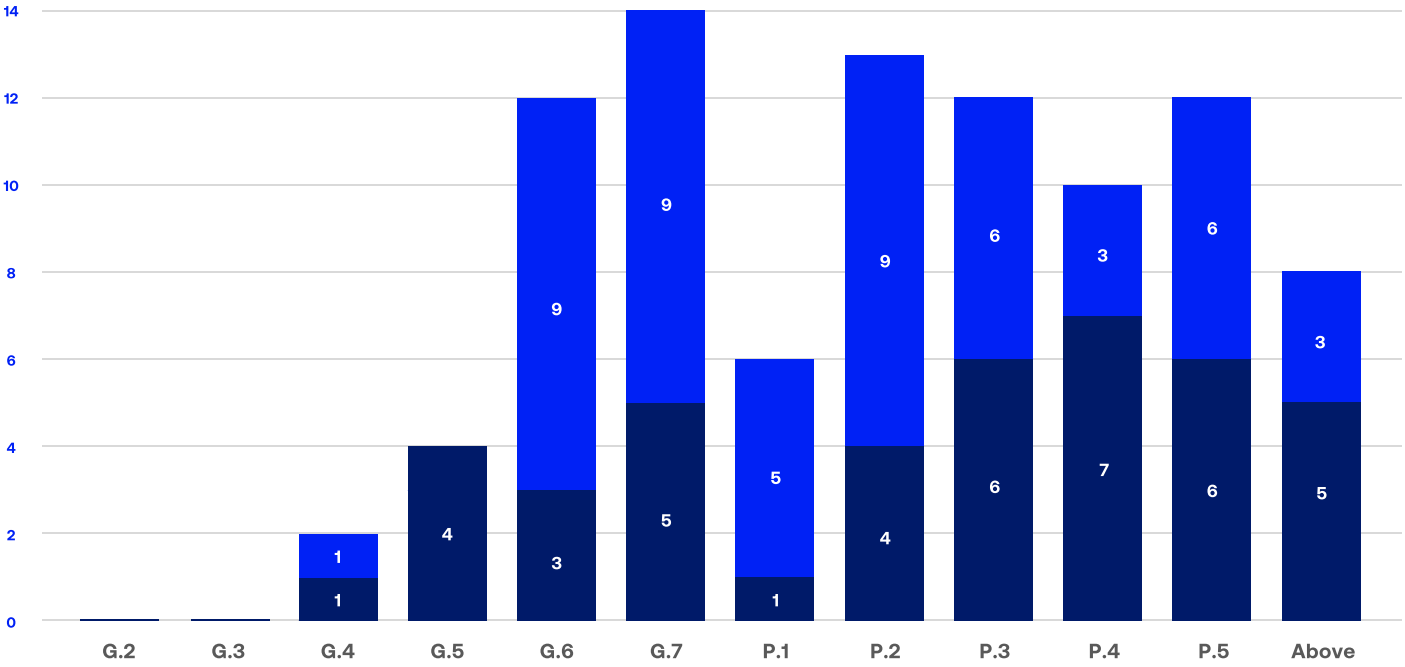
Core Workforce and Affiliate Workforce* Distribution by Region as of 1 August 2025

*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included

	<i>Africa</i>	<i>Americas</i>	<i>Asia and the Pacific</i>	<i>Europe</i>	<i>Middle East</i>	<i>Total</i>
Professional	5	8	7	39	2	61
General Services	2	1	1	27	0	31
Service Contract	10	14	10	69	16	119

Core Workforce Distribution by Grade and Gender as of 1 August 2025

● Men ● Women

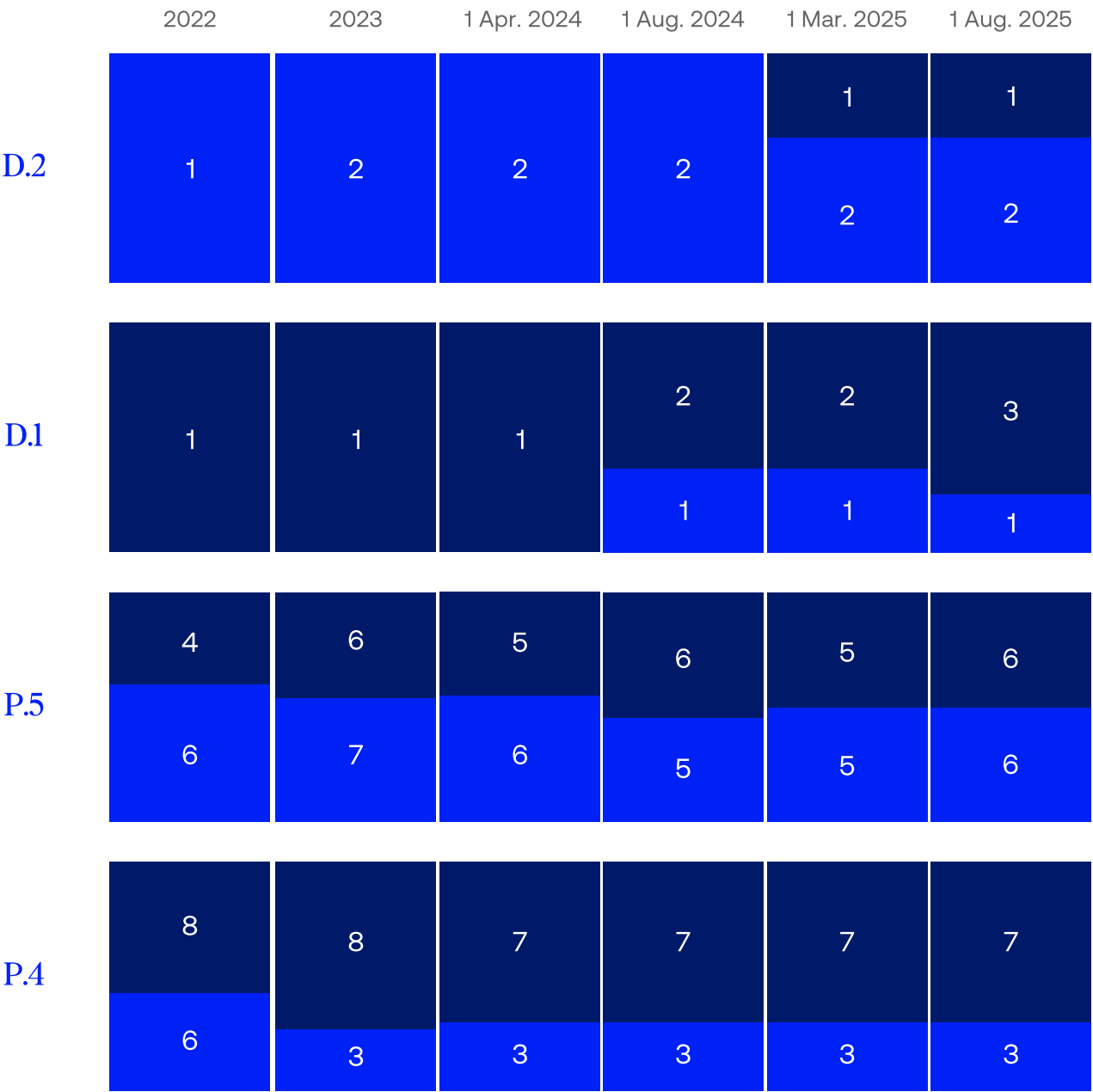


Gender Parity by Grade*, from 2022 to 2025**

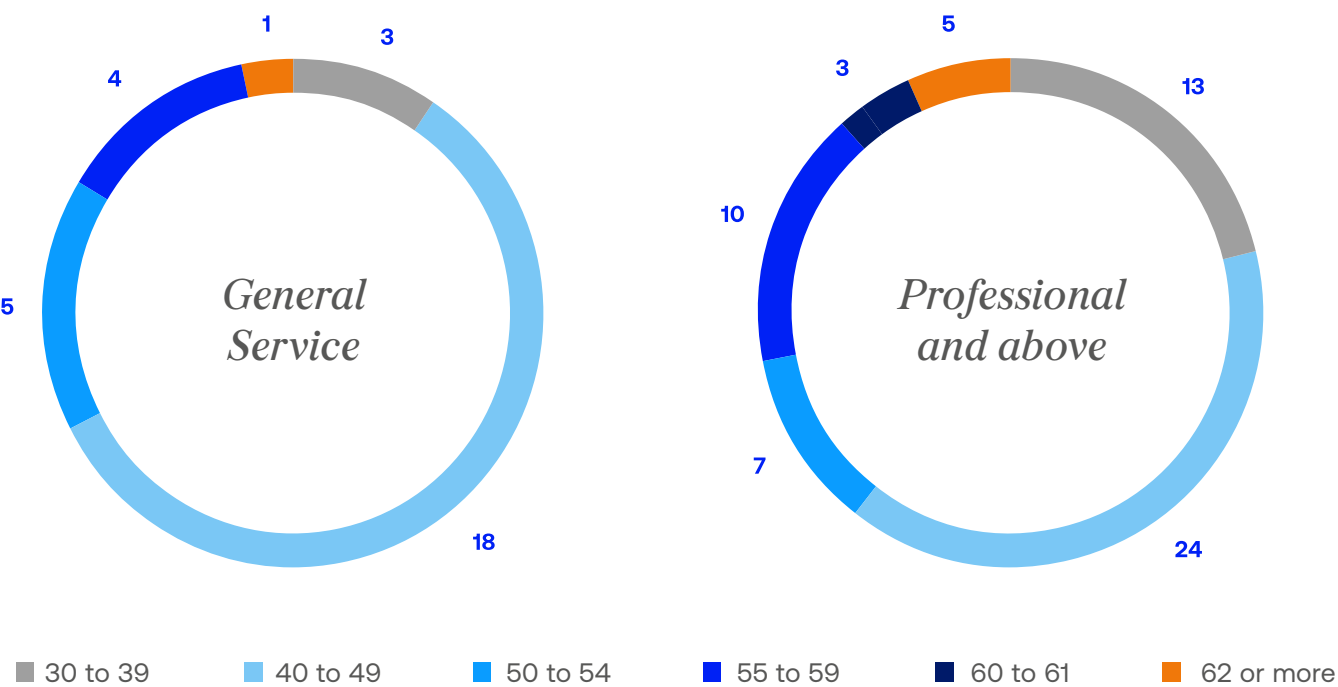
*Only grades from P.4 to D.2 are included

**As of 31 December

Men Women

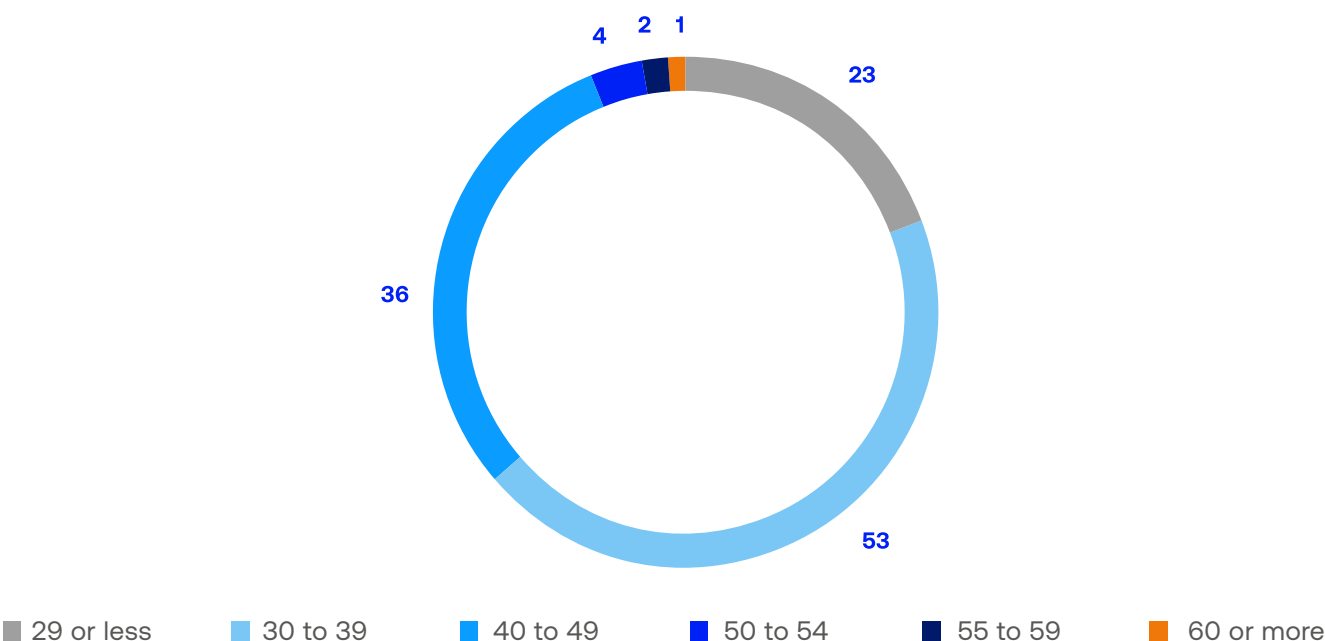


Core Workforce Distribution by Age and Category as of 1 August 2025



Affiliate Workforce* Distribution by Age as of 1 August 2025

*Officials on Loan, Junior Professional Officers (JPOs), Special Advisers, Interns, and Experts are not included.



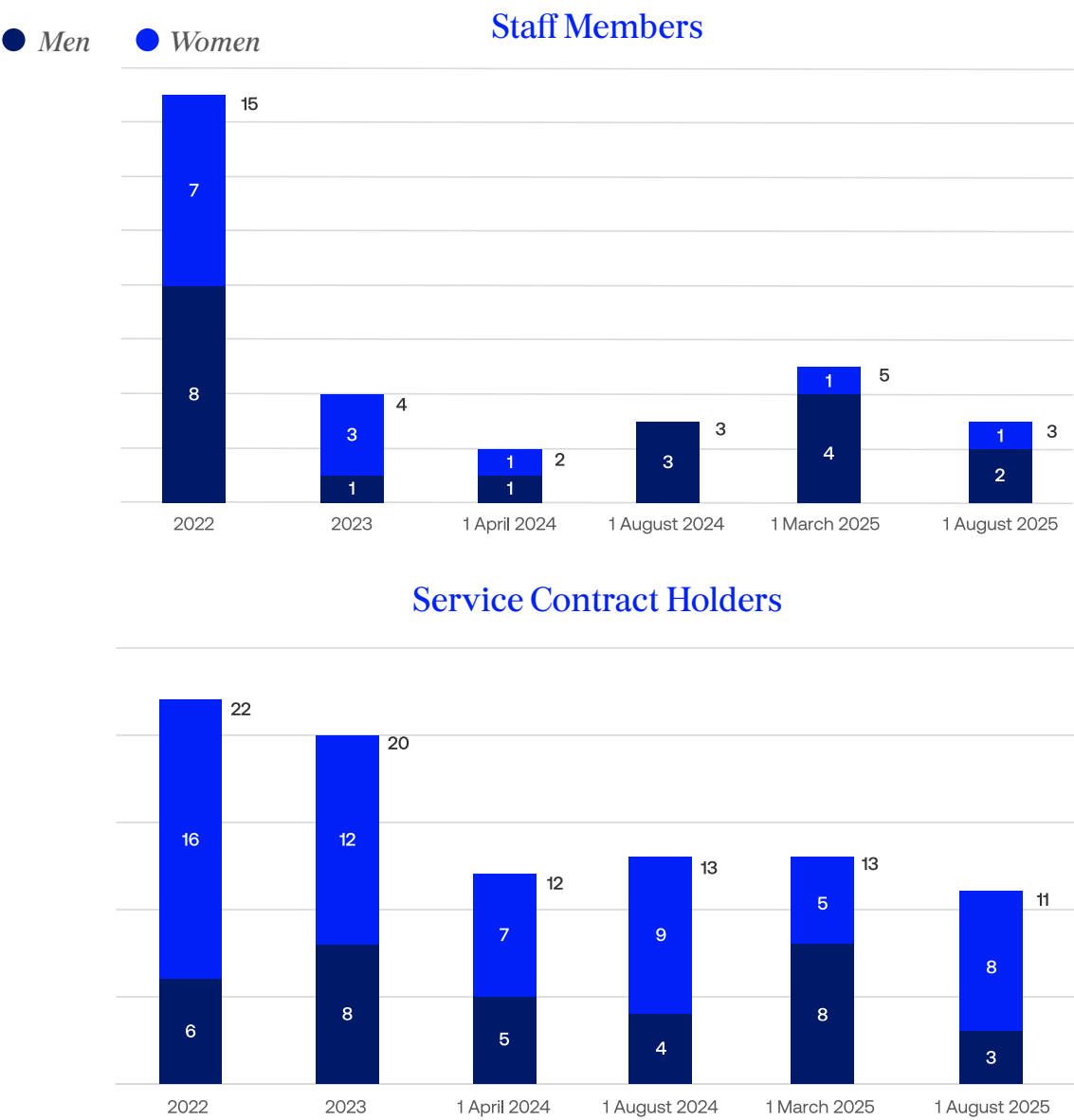
Number of Recruitments, from 2022 to 2025*

*From 2022 to 2023, as of 31 December.

	2022	2023	1 April 2024	1 August 2024	1 March 2025	1 August 2025
Professional and Above	11	4	2	2	4	2
General Service	4	0	0	1	1	1
Service Contract	22	20	12	13	13	11
Total	37	24	14	16	18	14

Number of Recruitments by Gender, from 2022 to 2025*

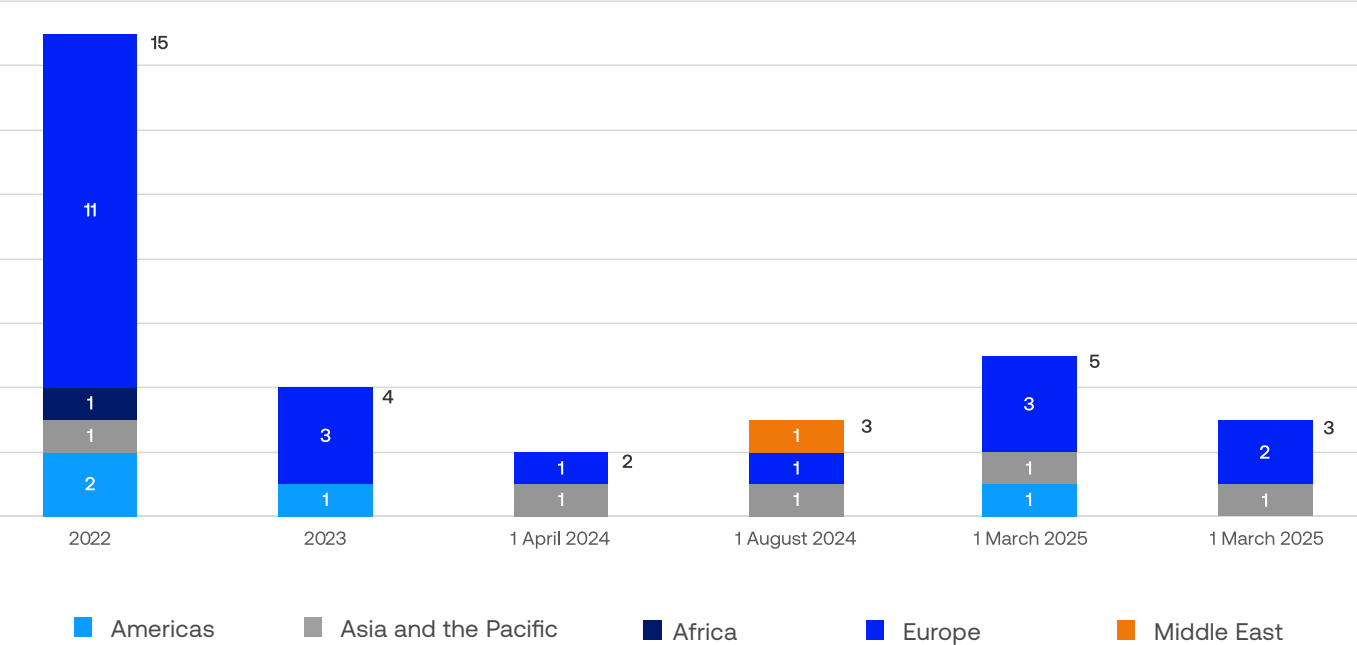
*From 2022 to 2023, as of 31 December.



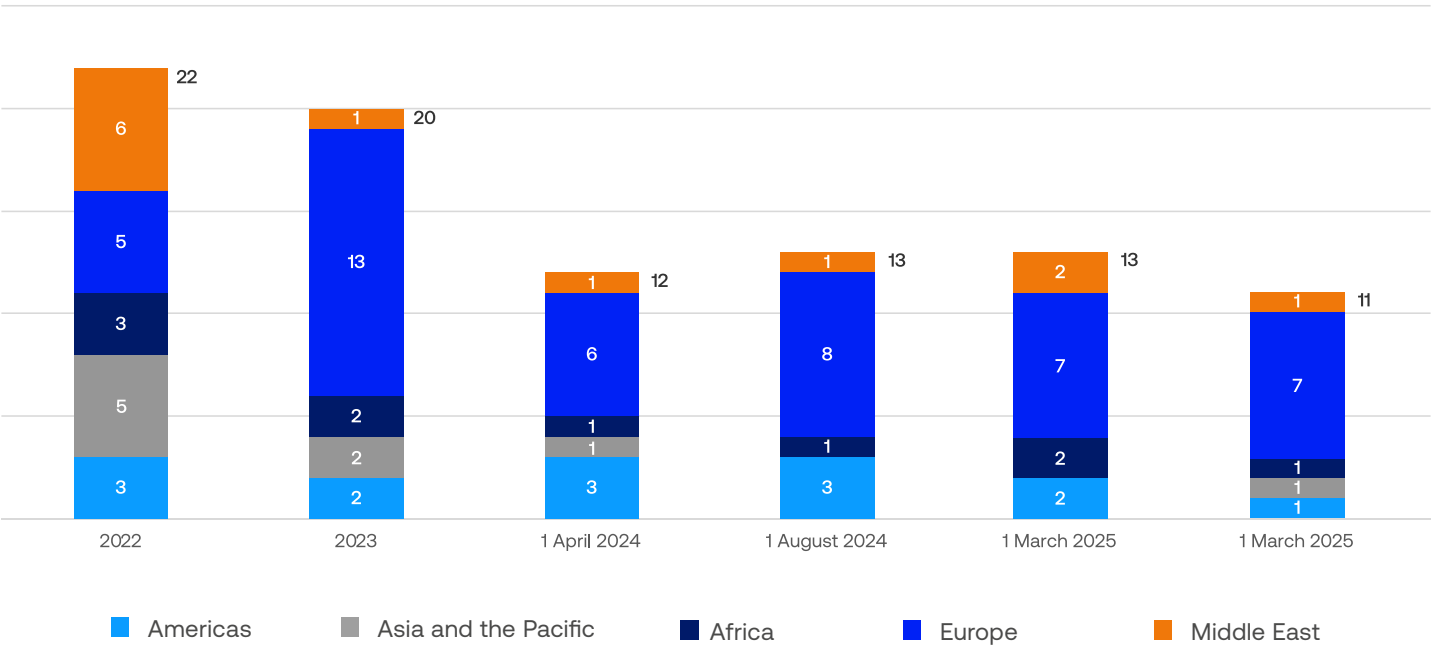
Number of Recruitments by Region, from 2022 to 2025*

*From 2022 to 2023, as of 31 December

Staff Members



Service Contract Holders



Workforce* Utilization of Flexible Working Arrangements (FWA) as of 1 August 2025

*Special Advisers and Experts are not included

	Number	% of eligible workforce as at 1 August 2025
<i>Eligible workforce as at 1 March 2025</i>	240	100%
<i>Workforce utilizing telecommuting within the duty station since FWA implementation</i>	178	74%
<i>Workforce utilizing telecommuting outside the duty station since FWA implementation</i>	157	65%

UN-SWAP Performance Indicators: Comparative Analysis of UN Tourism Results for 2023–2024

	Year	Not Applicable	Missing	Approaches requirements	Meets requirements	Exceeds requirements
PII7 <i>Coherence</i>	2023	○	○	○	●	○
	2024	○	○	○	●	○
PII6 <i>Knowledge and Communication</i>	2023	○	○	●	○	○
	2024	○	○	●	○	○
PII5 <i>Capacity Development</i>	2023	○	○	●	○	○
	2024	○	○	●	○	○
PII4 <i>Capacity Assessment</i>	2023	○	●	○	○	○
	2024	○	●	○	○	○
PII3 <i>Organizational culture</i>	2023	○	○	●	○	○
	2024	○	○	●	○	○
PII2 <i>Equal representation of women</i>	2023	○	●	○	○	○
	2024	○	○	○	●	○
PII1 <i>Gender Architecture</i>	2023	○	○	●	○	○
	2024	○	○	●	○	○
PII0 <i>Financial Resource Allocation</i>	2023	○	●	○	○	○
	2024	○	●	○	○	○
PI9 <i>Financial Resource Tracking</i>	2023	○	●	○	○	○
	2024	○	●	○	○	○
PI8 <i>Gender-responsive performance management</i>	2023	○	○	●	○	○
	2024	○	○	●	○	○
PI7 <i>Leadership</i>	2023	○	○	●	○	○
	2024	○	○	●	○	○
PI6 <i>Policy</i>	2023	○	○	●	○	○
	2024	○	○	●	○	○
PI5 <i>Audit</i>	2023	●	○	○	○	○
	2024	●	○	○	○	○
PI4 <i>Evaluation</i>	2023	●	○	○	○	○
	2024	●	○	○	○	○
PI3 <i>Programmatic SDG Results</i>	2023	●	○	○	○	○
	2024	●	○	○	○	○
PI2 <i>Reporting on SDG Results</i>	2023	○	○	○	●	○
	2024	○	○	○	●	○
PI1 <i>Strategic Planning SDG Results</i>	2023	○	○	○	○	●
	2024	○	○	○	○	●

Annex II: Election of the members of the UN Tourism Staff Pension Committee for 2026-2027

A. Introduction

1. The first Staff Pension Committee of the Organization was established for the period 1996-1997, in accordance with Article 6 (c) of the Regulations of the United Nations Joint Staff Pension Fund. On the basis of a decision taken by the Executive Council at its fifty-third session, later ratified by the General Assembly at its twelfth session (A/RES/363(XII)), the following countries were designated as representatives of the Member States: Spain and India as Members, and Argentina and Côte d'Ivoire as Alternate Members. The General Assembly also decided in said resolution to re-elect those members and alternate members for a further period of two years.
2. The General Assembly, in its succeeding sessions and taking into account the willingness of these four countries to continue serving on the Staff Pension Committee, decided to re-elect them as representatives of the Member States to the Staff Pension Committee. (General Assembly resolutions A/RES/403(XIII), A/RES/435(XIV), and A/RES/465(XV)).
3. At its sixteenth, seventeenth, eighteenth, nineteenth, twentieth, twenty-first, and twenty-second sessions, the General Assembly, decided to re-elect Argentina and Spain for the periods 2006-2007, 2008-2009, 2010-2011, 2012-2013, 2014-2015, 2016-2017 and 2018-2019 (A/RES/499(XVI), A/RES/520(XVII), A/RES/568(XVIII), A/RES/597(XIX), A/RES/626(XX), A/RES/660(XXI) and A/RES/692(XXII) respectively). There were no candidates to alternate membership.
4. At its twenty-third session, the General Assembly decided to elect India and Spain for the period 2020-2021 (A/RES/718(XXIII)). No members were elected for the period 2022-2023 or 2024-2025.

B. Candidatures for the UN Tourism Staff Pension Committee for 2026-2027

5. The General Assembly is invited to deliberate on this issue and to elect two full and two alternate members of this Committee for the period 2026-2027.
6. In this regard, any Member State wishing to present its candidature to the UN Tourism Staff Pension Committee may do so in writing to the Secretary-General. The deadline for the submission of candidatures will remain open until the corresponding agenda item is discussed at the General Assembly.
7. To date, **no candidatures have been received** for the positions of full and alternate membership. Member States are therefore encouraged to consider submitting their candidatures so that the General Assembly may proceed with the election of the four required representatives.

¹ The UNWTO Staff Association was established in 1977 and has been a member of the Federation of International Civil Service Associations (FICSA) since 1989.

Annex III: UN Tourism Staff Association Activity Report

A. Introduction

1. The main objectives of the UN Tourism Staff Association¹ are to protect and defend the rights of its members, both individual and collective, and to submit proposals on policies affecting staff and their welfare to the governing bodies of the Organization and the Secretary-General.
2. In order to support its mandate, it maintains active relations with staff associations of other United Nations agencies and relevant international bodies such as the Federation of International Civil Servants' Associations (FICSA) and the International Civil Service Commission (ICSC).
3. This report summarizes the main activities carried out by the Staff Association during the period since the appointment of the current Association Committee in March 2024, as well as its priorities and concerns for the coming biennium and recommendations to support the fulfilment of its mandate.

B. Main activities

Staff rights

4. Among the basic activities to safeguard staff rights has been the monitoring of contracts and conditions of employment by Association representatives to help ensure fairness and transparency in recruitment and promotion processes.
5. It has collaborated with Management on key issues such as health and safety, flexible working hours and professional development and has supported the integration of new employees by providing guidance on rights, internal policies and available services.
6. The Association has provided support in individual cases, offering confidential assistance and mediation in complex work situations.

Staff welfare

7. The Association has carried out activities to strengthen staff unity, morale and commitment. Initiatives have included promoting multicultural understanding, recognizing diversity as a fundamental value in the workplace.
8. It has organized cultural and social events such as the UN Spanish Language Day, an International Gastronomy Day and a Christmas Dinner, to bring colleagues together with the objective of fostering camaraderie, and a sense of community among staff.
9. It has organized an informative session with all UN Tourism staff about the new UN Tourism headquarters building and the planned move in 2026.
10. It has invited AMFIE (Financial Cooperative Association of International Civil Servants) and UNFCU (United Nations Federal Credit Union) to deliver staff briefings on membership eligibility and financial services (savings, loans, international banking, pension, etc.), highlighting potential benefits for UN Tourism personnel.

Collaboration with Management and Governing Bodies

11. The Chair of the Association has held formal and informal meetings with the Secretary-General as well as with the Human Resources Department. The Association has advocated the resumption of Town Hall meetings with all staff as well as active participation in policy formulation through consultations with HR and presentations to governing bodies on morale and staff rights issues.

12. Although service contract holders are not members of the Association, the issue of the growing proportion of “affiliated personnel” performing core functions relative to the number of staff members has been raised with the Secretary-General and the administration for evaluation.

Collaboration with the United Nations common system

13. Staff Association representatives participated in the 78th FICSA meeting in Paris, with active presence in discussions on working conditions.
14. The Association is co-organizing a Workshop of the Local Salary Survey Committee in Madrid (1-3 October 2025) to ensure the correct application of the ICSC methodology, as well as an information session on the United Nations Joint Staff Pension Fund (UNJSPF) on 3 October 2025, to provide staff with essential information for their retirement.
15. It is currently engaged with Management and the Human Resources Department on the recommendations of the Office of Internal Oversight Services (OIOS) regarding human resources management and the Joint Inspection Unit (JIU) on issues such as medical insurance, mental health policies and appeal mechanisms, among others.

C. Priorities and concerns for the period 2025–2026

General priorities

16. The Association intends to continue strengthening staff representation and participation, with a special focus on the inclusion of regional offices.
17. Among its objectives, in cooperation with Management and the Human Resources Department, are:
 - (a) To encourage internal policy reforms focused on mobility, fair recruitment, and gender equality
 - (b) To promote mental health and well-being, with campaigns and support programmes
 - (c) To deepen collaboration with the UN system, strengthening links with FICSA, ICSC and the staff associations of other UN agencies and offices
 - (d) To ensure that the layout and characteristics of the new UN Tourism headquarters building is in line with workers’ needs and expectations
 - (e) To monitor and support the process of moving to the new headquarters of UN Tourism, working closely with the Administration to ensure a smooth transition.

Specific concerns

18. Many of the specific concerns among staff echo those indicated in the OIOS report [“Audit of human resources management at the United Nations World Tourism Organization”](#) issued on 22 December 2023.
19. Among the concerns raised by the report were:
 - (a) Deficiencies in the functioning of the Appointment and Promotion Board (APB)
 - (b) Recruitments without competitive process
 - (c) Non-application of International Civil Service Commission standards in the classification and reclassification of posts.
20. The UN Tourism Staff Association Committee has been informed by the Human Resources Department of the following progress on the above concerns, which has been positively received by the Committee.
 - (a) Implementation of audit recommendations: Pursuant to the OIOS audit of the Human Resources function, the Organization is already working on implementing the recommendations.

- (b) Functioning of the APB: Improvements have been implemented in recruitment, specifically to ensure that members of the Staff Appraisal Board have the same rank as the post under consideration. In addition, there is an adequate number of alternate members of the APB.
 - (c) Classification standards: The Organization engaged an expert who applies ICSC classification standards in all reclassification exercises. The audit recommendation concerns the classification of new posts, and the Secretariat is already in the process of signing an agreement with the United Nations to address this. It should be noted that this is a historically acquired issue now being resolved, and it relates to newly advertised positions. Moreover, those new positions were advertised against standard generic job profiles that had already been classified according to ICSC standards in 2010-2011.
 - (d) Affiliate personnel: The recruitment of service contract holders is directly related to the financial constraints facing the Organization. These budgetary constraints are a determining factor in this specific context, conditioning the recruitment modalities used.
21. The UN Tourism Staff Association Committee and the Human Resources Department have agreed to continue working together to prevent cases that may present deficiencies in transparency, fairness and compliance with established policies, which could lead to perceptions of favouritism or inefficiency.
 22. Furthermore, in order to avoid a dramatic shift in the proportion between staff members and so-called “affiliated personnel”, the Committee of the Staff Association proposes to offer its support and collaboration in defining the objectives and work programme, with a view to promoting reasonable and effective use and recruitment of resources, ensuring continuity of activities and retention of human capital investment.

D. Conclusions and recommendations

23. Since March 2024, the UN Tourism Staff Association has made significant progress in consolidating staff welfare, strengthening staff rights and effectively representing staff interests. Despite the challenges, the commitment to a fair, inclusive and career-oriented working environment remains.
24. In order to address the Association’s priorities and concerns, which are aligned with the Organization’s general interest, the following recommendations are made:
 - (a) Support structured dialogue and consultation with staff by fostering open, transparent, and structured communication channels with staff and by ensuring that during periods of change (such as restructuring, leadership shifts, or strategic reorientation) staff are engaged, informed, and able to provide input, which helps reduce resistance and improves morale
 - (b) Promote more balanced leadership in terms of fair recruitment in order to achieve equity and diversity in leadership roles and ensure recruitment processes are transparent, merit-based, and inclusive
 - (c) Drawing clear distinctions between temporary projects and the Organization's core permanent functions in order to improve clarity and resource allocation and help avoid the blending of temporary, short-term initiatives with ongoing core mandates, which can create confusion, misaligned priorities, and inefficient use of resources
 - (d) Provide a concrete plan to strengthen staff training and skills development that invests in human capital and equips staff with relevant and updated skills to adapt to evolving organizational needs and technologies, supporting both personal development and institutional effectiveness.