The Qatar 2030 Vision sets a path to competitiveness through economic development and diversification whilst ensuring social development and harmony between economic development and the environment. The tourism sector has an important potential to provide diversification opportunities and it is of utmost importance that policymakers have the capacity, knowledge and skills to develop and implement effective tourism development policies and strategies that will ensure destination competitiveness and sustainability whilst benefiting the local communities.

Globally, the drive to develop sustainable and competitive tourism destinations oblige national, regional and local tourism administrators, policymakers and managers to continuously update their knowledge and skills in the area of tourism policy and strategy as these are the main drivers that shape the future of tourism sector development. In the current global economic climate and with the approach of the Rio +20 Summit in June 2012 in Brazil, there is increased emphasis on policies that facilitate the transition towards a green economy, economic growth, social equity, environmental protection, sustainable and fair use of resources and the creation of decent jobs in the tourism sector. In this context, policymakers and managers of national tourism administrators are confronted with questions such as:

- What are the ideal tools for the competitive positioning of the destination?
- What policies and strategies can be implemented for the sustainable development of the tourism sector?
- How can the impacts of tourism development be efficiently measured and, consequently, how what corrective policies can be introduced?
- What elements form competitive tourism supply?
- Is it possible to strengthen quality to achieve higher levels of customer satisfaction? How can these be implemented?
- What are our competitive advantages? How can we increase the added-value of our tourism products?
- Are these the responsibility of public administrations only? What role can or should the private sector play?
- What are the sustainable tourism policy implications for ‘green economies’ seeking ‘green tourism sector’ that create decent and green jobs for local communities?

In order to answer these questions, this capacity building workshop has been tailored to effectively combine the study of conceptual elements that form the essential base for the reflection and analysis of key tourism development and policy principles, with a practical and applied vision that can only correspond to a specialized international organization with the prestige and experience of UNWTO.
### Target audience
The workshop is aimed at decision-makers in the National Tourism Administration with competences in the design and implementation of tourism sector strategic development plans and policies.

### Objectives
The workshop will examine tourism policies, the creation of tourism development plans and the regulatory mechanisms and the application of these in a variety of locations throughout the World. It will focus on issues raised by the need to ensure the triple bottom-line sustainable development of tourism (viz. economic, social and environmental) including evaluation of the impacts and the ways in which these find expression in policy, development and planning decisions in various settings. In doing this, the workshop also provides an understanding of the relationships and interactions between the public and private sectors in the development process and provides real solutions to the gaps and problems tourism officials may face. Embedded throughout the workshop are the universally accepted international concepts of sustainable tourism, the principles of the Global Code of Ethics for Tourism and the UN Millennium Development Goals.

Therefore, the objective of this capacity building activity is to provide participants with knowledge, skills, tools and a forum for discussion and reflection about tourism planning and development as well as the associated policy dimensions.

### Methodology and structure
The theoretical-practical methodology, which analyzes experiences applicable to the participants, is modular. Each of these modules comprises presentations, discussions, debates, group work with case studies and practical activities.

The presentations, though mainly theoretical, are brief, conceptual, tool sharing and as interactive as possible, combined with discussions and debates.

The practical activity aims at putting in a real situation the content and tools seen during the workshop. This activity includes (daily) practical exercises and group discussions, and a technical visit in an area related to the topic of the workshop. During this field trip, participants must conduct fieldwork, interviews, information gathering and other interactive activities with the local community.

The participants are expected to give, at least, two main presentations: one on the outcomes of the fieldwork and the final one on the main task required (which can be a route, a plan…).

Moreover, to make good use of this event, participants may receive (once selected) an introductory booklet with UNWTO publications, articles or other reading material, introducing key issues and concepts needed for the workshop, and might be requested to prepare work/presentations on the subject.

The intention of this approach – the transmission and usage of various tools, the expertise of the experts and participants, the discussion forums and the practical group work – is for participants to fully understand the topics of the workshop.

### Content
1. Principles of Sustainable Tourism Policy & Strategy
1.1. Models and theories of planning
1.2. Models and theories of development
1.3. Tourism policy and policy formation
1.4. The public sector’s role in planning and development
1.5. The private sector’s role
1.6. Tourism strategic planning
1.7. Planning in times of uncertainty

2. Supply and Demand in Tourism Destinations for competitiveness
   2.1. Fundamental elements of tourism supply chain
   2.2. The product: components, life span and measurement
   2.3. Competitiveness & Quality in Tourism
   2.4. Tourism demand
   2.5. Markets and market strategies
   2.6. Strategic positioning in highly competitive marketplaces
   2.7. Public-Private Partnership

3. Impacts of Tourism
   3.1. The Green Economy and Rio +20
   3.2. Economic impacts: definition and measurement
   3.3. Social and cultural impacts: definition and measurement
   3.4. Environmental impacts: definition and measurement

Technical visit
The technical visit is to be held on Day 3, where participants (in groups) must conduct fieldwork, interviews, information gathering and other interactive activities with the local community. They are, as well, expected to give, at least, two main presentations: the first one, on the outcomes of the fieldwork and the final one, on the main task.

Agenda
If unexpected circumstances affect the agenda, announcements in class shall be made.
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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| 10:00-11:45 | Introduction to the workshop  
Models and theories of planning and development  
Tourism policy and policy formulation  
Practical activity |
| 11:45-12:00 | Break |
| 12:00-15:00 | The role of the public and private sector in tourism planning  
Economic, social, cultural and environmental impacts of tourism (part 1)  
Practical activity |
| 12:00-13:30 | Tourism Policy and Strategy of Qatar & practical visit sites  
13:30-15:00 | Markets and market segments  
Strategic positioning  
Public Private Sector Partnership  
Practical activity |
| 12:00-14:00 | The Green Economy and Rio +20  
14:00-15:00 | Group work time for the final task |
| 14:00-14:00 | Final comments and recommendations  
14:30-15:00 | Closing ceremony with certificates |
| 11:45-12:00 | Break |
| 12:00-14:00 | Welcome Lunch hosted by QTA |