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### Report of the Secretary-General

#### Part I: Programme of work

#### (b) Implementation of the general programme of work for 2012-2013

#### Annexes

#### Table of Contents

|             |  |    |
|-------------|--|----|
| Annex I.    | Technical Cooperation Projects .....   | 2  |
| Annex II.   | ST-EP Projects Portfolio .....   | 17 |
| Annex III.  | Sustainable Tourism for Development Project .....                                | 24 |
| Annex IV.   | Hotel Energy Solutions.....  | 26 |
| Annex V.    | Silk Road Programme .....  | 28 |
| Annex VI.   | Setting up Observatories of Sustainable Tourism under the auspices of UNWTO..... | 31 |
| Annex VII.  | Activities of the UNWTO Project Office on Tourism and Biodiversity .....         | 33 |
| Annex VIII. | Themis Programme.....  | 36 |



## Annex I. Technical Cooperation Projects

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### I. Introduction

Annex I presents the work of the Organization on technical cooperation and constitutes a follow-up to the complete report CE/93/4(a) Annex presented at the 93<sup>rd</sup> session of the UNWTO Executive Council in Madrid, Spain (June 2012). It recalls the objectives of all technical cooperation projects, including MDGs ones, and gives a situation report regarding results achieved up to June 2013.

### II. List of Technical Cooperation and MDGs Projects

#### Country: Azerbaijan

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**Project Title:** Formulation of a New Tourism Law

**Duration:** November 2012 – March 2013

**Objectives:** The Government of Azerbaijan is in the process of developing its Tourism Law. The objective of the Law is to provide a sound legal framework to support the sustainable development and promotion of the industry while guaranteeing and safeguarding both the rights and responsibilities of the tourism service providers as well as the rights of the tourist. The first draft of Law was formulated on a consultative basis with local tourism stakeholders in early 2012 and UNWTO conducted a preliminary review of the draft Tourism Law. Several gaps and constraints were identified and the Government of Azerbaijan requested UNWTO to assist them in the re-formulation of a New Law in accordance with international standards and best practice.

**Results achieved at 07/06/2013:**

- Field mission to Baku to hold extensive discussions with the Ministry of Culture and Tourism of Azerbaijan and other public and private sector stakeholders.
- Review of the existing draft Law.
- Formulation of a new Tourism Law in accordance with international best practices and standards. The Law outlines the main definitions and interpretations regarding the tourism industry; provides the legal basis for the constitution of the Azerbaijan Tourism Authority; provides recommendations for the institutional framework to develop and manage tourism; and, outlines the roles, responsibilities and obligations of the entire range of tourism service providers. Finally, it sets out the monitoring and enforcement procedures for the Law.
- The draft Law was submitted to the Ministry of Culture and Tourism of Azerbaijan in March 2013 for their review and approval.

#### Country: Burundi

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**Project title:** Updating the Action Plan for the National Strategy for the Sustainable Development of Tourism

**Duration:** May 2013 – July 2013

**Objectives:** The Government of Burundi has identified tourism as a priority sector for development and requested a long-term tourism development strategy which would guide the sustainable development, marketing and promotion of tourism to the country. Between 2009 and 2011, UNWTO and the United Nations Development Programme (UNDP), prepared a National Strategy for the Sustainable Development of Tourism which was approved in April 2011 and formally launched in September 2011. The Government of Burundi, keen to implement the Strategy requested technical assistance from UNWTO/UNDP in 2012 for the formulation of a detailed Action Plan to guide the implementation process. In 2013, the Government of Burundi requested UNWTO's technical assistance for the update the Action Plan and the formulation of project fiches for priority projects to be submitted at a Donors' Conference.

**Results achieved at 07/06/2013:**

- Detailed revision of the Action Plan for the implementation of the National Strategy for the Sustainable

Development of Tourism was conducted by the consultant and a selection of project fiches were identified. The project fiches are in the process of being formulated for submission to the Donors' Conference.

**New developments for 2013:** In mid-July, UNWTO will provide assistance in the presentation of the selected project fiches at a Donors' Conference to be held in Bujumbura.

#### Country: Ecuador

**MDG Project title:** Conservation and Sustainable Management of the Natural and Cultural Heritage of the Yasuní Biosphere Reserve.

**Duration:** April 2008 – January 2012

The Programme ended in operational and administrative stages at 31 January 2012.

#### Country: Ecuador

**MDG Project title:** Development and Cultural Diversity to reduce Poverty and promote Social Inclusion.

**Duration:** November 2008 – April 2012

The Programme ended in operational and administrative stages in April 2012.

#### Country: Egypt

**MDG Project title:** Mobilization of the Dahshour World Heritage Site for Community Development

**Duration:** April 2009 – August 2013

**Objectives:** Within the framework of the UN Millennium Development Goal Fund (MDG-F), the objective of the project is to support the reduction of human development disparities, with special reference to addressing the gender gap and achieving environmental sustainability. The project strategy works in two dimensions; first to reduce poverty of the local communities in Dahshour (an agricultural community comprising five villages to the south of Cairo), and second to enhance the national institutional capacities so as to better protect and manage the archaeological and natural resources of the area (the Sneferu pyramids and Birket wetland). Tourism development is central to all the main project activities as it was determined that tourism can play a fundamental role in creating sustainable livelihoods for the local communities, and provide the framework for the sustainable use and management of cultural and natural resources, as well as fostering the practice of local lifestyles.

#### Results achieved at 07/06/2013:

- An audit of existing skills in the tourism sector was conducted, which served as the basis to prepare a training needs analysis (TNA).
- On the basis of the TNA, Train-the-Trainer courses were conducted (82 local people trained: 43 men and 39 women) and the subsequent training was held on: Waste Management; English Language; Tour Guiding/Customer Service; Basic Hospitality Skills; Tourism Awareness; and Tourism M/SME development (3,243 local people trained: 2,067 men and 1,176 women).
- The Strategic Spatial Framework for Sustainable Tourism Development, which is in line with the National Sustainable Tourism Development Plan and the Greater Cairo Development Project, was formulated (and officially approved in May 2011) in a consultative process, including the Ministry of Tourism, the local government, the local community and other stakeholders.
- An inventory of existing tourism attractions, resources and services was created.
- Design and development of a Tourism Circuit in Dahshour including signage, landscaping, small support infrastructure, training of tourism service providers and local tour guides and setting up of a community-led Tourism Coordination Unit which will continue to oversee the implementation of tours to Dahshour once project activities have completed.
- Design of a Dahshour tourism logo and brochures as well as guidance for the Dahshour tourism website (this activity is being undertaken by the national partner – Tourism Development Authority of the Ministry of

Tourism).

**New developments for 2013:**

- Organization of a familiarization tour of international and domestic tour operators and travel writers to Dahshour will be held in July/August 2013.
- The official closing ceremony of the project will be held in August 2013.

**Country: Egypt**

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**Project Title:** Review and Implementation of the New Hotel Classification System

**Duration:** April 2009 – December 2012

**Objectives:** To upgrade quality standards in the accommodation sector in Egypt; to develop a robust system for the assessment, monitoring and evaluation of standards in the sector; and to support the institutional capacities for the management of the new system by the government. The project developed a fully updated hotel classification system with a highly trained team of national assessors equipped with the capacity to manage the system independently. It is envisaged that the new system will be fully validated by UNWTO and hotels will be assessed under the new system during the course of the project.

**Results achieved at 07/06/2013:**

- The project consisted of several phases comprising the original project and two extension periods. The first phase comprised the revision of the existing norms related to hotel classification and, based on the revision, formulate New Norms (NN) for the upgrading of quality standards in the accommodation sector. Training programmes were also conducted with the Ministry inspectors to familiarize them with the NN.
- The next phase focused on conducting pre-assessment visits to 850 hotels in the country, and this was followed by another phase to increase awareness of the New Norms (NN) classification system's standards, procedures and guidelines in the industry among service providers. In this period, the UNWTO project team also supported the system's implementation by individual hotels.
- A self-assessment form was introduced by UNWTO and distributed to hotels wishing to undertake a voluntary assessment of their physical product and service availability. The results were reviewed by the UNWTO project team and formed the basis of close consultations with the respective hotel management to provide advice on addressing major gaps and constraints that were identified.
- 196 on-site self-assessment visits were conducted by UNWTO at the request of individual establishments to help hotels determine any quality areas for improvement that would serve as the basis for further action by the respective establishment. In total, 464 hotels, presenting just over half of the official total number of hotels in the country, received voluntary technical support during the second extension phase.
- A help desk was established within the EHA Cairo office for its members to answer any queries from individual establishments on the NN system. This was supported by UNWTO through the provision of training for a Help desk Coordinator.
- There has been close engagement with other key stakeholders to improve awareness and facilitate partnerships, including with hygiene service suppliers, tour operators, travel agencies and hotel architects
- A Final Report was submitted by UNWTO to the Ministry of Tourism of Egypt and the Egyptian Hotel Association in January 2013 detailing the outcomes of the main activities carried out during the second extension phase.

**New developments for 2013:**

- The project is complete in all respects and no further activities are planned for 2013.

**Country: Ghana**

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**Project Title:** National Tourism Development Planning

**Duration:** July 2012 – December 2012

**Objectives:** The Government of Ghana has set itself the target of increasing the country's per capita GDP to US\$3,000 and has formulated the Ghana Shared Growth and Development Agenda as a policy guide for achieving this goal. Tourism is considered an important vehicle to stimulate economic growth and social upliftment as the industry is known for its ability to create jobs, bolster foreign reserves, provide entrepreneurship opportunities, build skills and spread wealth to rural areas. In collaboration with the United Nations Development Programme (UNDP), the United Nations Economic Commission for Africa (UNECA), UNWTO implemented a project to review the existing National Tourism Development Plan of Ghana to assess the status of implementation and lessons learnt, and to formulate a new and updated Tourism Plan reflecting current realities and development paradigm to ensure that the tourism sector plays its rightful role in Ghana's shared growth agenda.

**Results achieved at 07/06/2013:**

- An updated National Tourism Development Plan, 2013 – 2027, which built on the foundations set by the previous Plan by identifying barriers that are still impeding growth of certain markets and recommending solutions, particularly through proposed phased spatial development.
- The Plan presents a 15-year spatial strategy that will strengthen and expand the range of products throughout the country, spreading economic benefits, extending the length of stay of visitors and contributing to poverty alleviation. This is supported by a strong marketing and brand development strategy, recommendations on improving the institutional and policy framework for tourism, on developing an accurate and effective statistical system and on improving the economic performance of the sector and encouraging investment, and the formulation of a human resources strategy to enhance the quality of tourism services.

**New developments for 2013:** The Government is keen to launch the second phase of the project which involves the implementation of the Plan through a range of catalyst projects that will address key success factors for leisure tourism growth such as promoting the country as a leisure tourism destination, improving statistics and research capacity, developing critical skills and human resources, planning for the development of main tourism attractions and identifying opportunities for improved airline access. UNWTO, UNDP and the Government are currently in discussions on this next phase.

**Country: India**

**Project Title:** Implementation of the Tourism Development Master Plan for Punjab

**Duration:** March 2009 – December 2012

**Objectives:** In 2008, at the request of the Government of Punjab, India, UNWTO formulated a Tourism Development Master Plan for the State for the period 2008-2023. The Master Plan recognized the potential of Punjab to become a competitive tourist destination based on its rich cultural, religious and natural heritage. After the successful completion of the Master Plan, it was felt that further technical assistance was indeed required from UNWTO to ensure that tourism development and promotion was put on the right track and that capacities of the highest quality were developed for overseeing and managing sustainable tourism development.

The project was extended in two phases to include the implementation of the Master Plan's recommendations in a time-bound manner in accordance with an Action Plan.

**Results achieved at 07/06/2013:**

- Rural tourism development guidelines and rural tourism development strategy finalized in consultation with major stakeholders and the Punjab Heritage and Tourism Promotion Board (PHTPB). The guidelines and the strategy will serve as the foundation for the development and promotion of rural tourism in the State. Once the State Government is able to obtain funding from the Central Government for one model cluster, the action plan included in the strategy would be implemented and replicated at other locations.
- Tourism awareness programmes were organized in selected schools and colleges in four major districts of the State. These included train-the-trainers programmes. All training materials were produced in English and translated into Gurumukhi (local Punjab language).
- Advanced technical assistance was provided to the Research and Statistics Unit of the PHTPB through revised operating and application procedures with focus on structured compilation and analysis of tourism statistics. Workshops in this regard were conducted at four different locations in the State.

- Marketing and promotion activities commenced with the finalization of a work plan for the PHTPB's participation in major trade fairs and exhibitions, organization of road shows, marketing and PR kit and other related activities.

**New developments for 2013:** The second implementation phase will continue up to June 2013 and it is likely to be extended further. Activities would include finalization of a marketing action plan with annual budgets, participation in at least one major trade fair, organization of a FAMTOUR, production of a Marketing and Sales Manual, and production of a PR Tool Kit. Under capacity building, six guide training programmes will be organized at different locations in the State while the daily operation and management of the PHTPB's Research and Statistics Unit would be further refined (institutional strengthening). In case of project extension, the activities would focus on marketing, and rural tourism.

#### **Country: Mali**

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**Project title:** Ecotourism Development Featuring Elephants in the Region of Gourma

**Duration:** June 2011 – March 2012

**Objectives:** Gourma is located between the river Niger, Mopti, Gao and Timbuktu and is endowed with some of the most beautiful landscapes of Mali, as well as with picturesque Dogon and Peulh villages, with rich fauna and avifauna and a population of over 400 elephants, which is the most northern population of pachyderms in Africa.

The project aims develop an Ecotourism Plan that will provide guidance to the National Tourism Office (OMATHO) to position Gourma as an ecotourism destination within Mali's main tourism circuit by enhancing and diversifying the existing offer while contributing to the conservation of the last population of elephants in Mali.

**Results achieved at 07/06/2013:** After a series of field visits to the region and a wide range of stakeholder consultations, a feasibility study and a socio-economic and environmental impact assessment were formulated by a team of national consultants. Subsequently, an Ecotourism Plan was completed and validated during a multistakeholder workshop. The Plan includes the following components: 1) conservation of natural heritage; 2) training and organization of tourism stakeholders; 3) product development and quality standards; and 4) marketing.

**New developments for 2013:** The project is complete in all respects and no further activities are planned for 2013.

#### **Country: Morocco**

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**Project title:** Establishment of a New System of Tourism Hotel Classification

**Duration:** June 2013 – December 2018

**Objectives:** In March 2013, UNWTO and UNDP Morocco signed an agreement to support the Moroccan Ministry of Tourism in the establishment of a new system of tourism hotel classification. The project aims to consolidate a standing level of competitiveness for the Moroccan hotels which will enable them operating on an international competition level and to develop a real culture of quality within tourism hotels. The review of the classification system is to:

- improve the quality of tourist accommodation establishments;
- facilitate the classification of tourist accommodation in terms of quality, safety, health and sustainable development;
- adapt the classification system to the evolution and diversification of the tourist demand;
- develop a Guarantee involving regulatory standards and quality frameworks, and
- implement a quality strategy in Morocco as a destination offering a sustainable competitive advantage.

The general objective is to contribute to the economic and social development of Morocco.

**Results achieved at 07/06/2013:**

- The first phase is scheduled to commence in mid-June with the review and updating of the existing hotel classification system and other legislation relating to hotel classification, quality or standards.

**New developments in 2013:** The revised classification criteria will be submitted to the Government of Morocco in July for their review and comments and then circulated to stakeholders. The revised criteria are scheduled to be presented to stakeholders in a national workshop scheduled for August 2013. In September, an extensive training programme will be launched for Ministry Inspectors to familiarize them with the revised criteria.

#### Country: Nicaragua

**MDG Project title:** Cultural Recovery and Creative Productive Development on the Caribbean Coast of Nicaragua.

**Duration:** March 2009 – June 2013

**Objectives:** Contribute to reduce equality gaps in the human, social and economic development of indigenous people and afro-descendants in the Caribbean Coast, through cultural rescue, productive development and the deepening in the knowledge about their material and immaterial heritage.

The project contains two complementary thematic cores: (a) cultural rescue and productive development that will promote heritage, cultural and natural diversity and productivity in cultural, creative and touristic industries in the Autonomic Regions of the Caribbean Coast, as a means to improve socio-economic development and employment creation; (b) Research, statistics and public policy.

Support cultural policies and their regionalization through research, systematization and dissemination of studies, statistics and socio-economic indicators and of cultural expressions in the Autonomic Regions of the Caribbean Coast.

#### Results achieved in 2012:

- Local tour operators' equipment grants were approved.
  - Tourism infrastructures in 2 local communities along tourism routes were built.
  - One historically and culturally relevant public building restoration was completed.
  - The Marketing Plan was implemented during 2012.
- Local Governments' Cultural Tourism Plans were completed by December 2012.

#### New developments in 2013:

- Project is expected to close in June 2013 due to time extension amendment approved by MDG-F Secretariat.
- Three additional cultural products sales and promotion venues to be built by May 2013.
- UNWTO will continue coordinating, as leading agency, the implementation and closure of this UN System Joint Program with national and regional governments by June 2013.

#### Country: Nicaragua

**MDG Project title:** National Development Capacities for Improving Employment and Self-Employment Opportunities for Young People.

**Duration:** June 2009 – March 2013

**Objectives:** The project seeks to act in support of efforts already being made at national level towards improving the access of young people to decent employment, especially those living in socially vulnerable conditions in urban and rural areas of Nicaragua, and thereby helping to counteract the negative effects of the migration trend. Activities will be put in place to assist their labour and social integration, which will be systematically analysed in order to build comprehensive intervention models that will be sustainable at local level.

Institutional capacities will be strengthened in order to place youth employment and migration firmly on the national agenda. The programme will also be closely linked to ongoing national and local initiatives that are already being supported by cooperation agencies, national government and municipal authority agencies. Young people themselves will play a proactive role in the programme as a whole, in their capacity as social entities with rights of their own.

**Results achieved in 2012:**

- 196 youths (66% women and 34% men) have completed basic business management training during 2012.
- UNWTO and national authorities completed technical assistance process to 50 young entrepreneurs and formulated tourism and hospitality related business plans to access credit from the revolving seed fund with the support of UNIDO and ILO.
- 50 tourism and hospitality micro businesses got access to the programme's credit and revolving seed fund for an amount of US\$ 210,500 by the end of 2012.
- UNWTO supported the design and implementation of the value chain strategy in local communities, creating linkages between young entrepreneurs' tourism initiatives and goods and services local production.

**New developments in 2013:**

- UNWTO and national authorities completed technical assistance to young entrepreneurs' micro businesses to develop local networks and improved collaboration at a local destination scale.
- Project has been completed in 30 March 2013

**Country: Oman**

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**Project Title:** Tourism Manpower Needs Analysis and Medium-term Human Resources Development Action Plan

**Duration:** December 2009 - May 2012

**Objectives:** With the tourism sector undergoing a structural expansion in Oman, one of the principal challenges is the significant increase in demand for tourism labour over the coming years. It is foreseen that the planned development of tourism infrastructure over the next ten years will put increased pressure on the tourism labour market in both traditional hospitality related positions and new services as the country's tourism offer further matures and diversifies. In this context the purpose of the study was to identify suitable strategies and actions to strengthen the future supply of human resources for the sector -in line with the Government's Omanisation Policy- in collaboration with the Government, private sector actors and higher education and training institutions. The project's principal objectives centred on undertaking an evaluation of the current state of human resources in Oman through quantitative and qualitative research; to identify the key challenges to be addressed in the medium term; and to offer strategic recommendations on developing a highly skilled workforce in the tourism sector of Oman through meeting future labour demand and the greater provision of education and training programmes.

**Results achieved at 07/06/2013:**

- A Tourism Manpower Needs Analysis was formulated which detailed the outcomes and results of six industry surveys and national consultations that were conducted during the project. Future quantitative projections in job creation were also made based on planned new developments. Other key themes that emerged included current skills availability and shortages, recruitment policies and practices, education and training provision, public image and perception of tourism within Omani society and career development opportunities.
- A Human Resources Development Action Plan was formulated based on the main results of the Tourism Manpower Needs Analysis. The Action Plan provides a strategic framework with targeted policies and actions towards meeting future labour demand, closing skills gaps and enhancing service quality, widening training provision, improving institutional coordination and increasing job opportunities for Omanis.
- Following a detailed consultation process with the Ministry of Tourism of Oman on the report's outcomes and findings, the Final Report was approved and presented at a national workshop in Muscat in May 2012 which was attended by government officials, private sector representatives and academics.

**New developments for 2013:** The project is complete in all respects and no further activities are planned for 2013.

**Country: Panama**

**MDG Project title:** Entrepreneurial Opportunities Network for Poor Families

**Duration:** January 2010 – December 2012

**Objectives:** Reduce poverty levels, especially in rural and indigenous zones, supporting the poor population to initiate new sustainable micro-ventures with emphasis in the touristic and agricultural sectors.

Based on the principle of human development with distributive equality, the project is managed to cover the gap existing between the governmental programme of monetary transfers conditioned by the Opportunities Network and the programme *Impulse Panama* oriented to consolidate the middle size enterprises already existing.

The proposed joint programme, Entrepreneurial Opportunities Network for Poor Families, with intercultural focus includes: (1) adequate public policies, (2) access to productive resources, (3) costs and risks reduction, (4) greatest productivity and better work conditions, including integration to clusters of greater range and access to goods and services.

**Results achieved in 2012:**

- UNWTO supported the development of local tourism destination organizations with local municipalities and private tourism SMEs at provinces and communities level.
- UNWTO completed technical assistance to design and implement the programme's tourism strategy at local level. 187 people (33% men and 67% women) have participated in the basic tourism training program.
- UNWTO completed the formulation of the Rural Tourism Master Plan in coordination with the National Tourism Authority of Panama in a consultative process with the private sector and local beneficiaries.
- UNWTO has supported local tourism business management and gender approach training process, focused on local beneficiaries in coordination with UNDP.

**New developments in 2013:**

- UNWTO will continue to implement local tourist guides training, development of tourism small infrastructures in 4 communities along the routes, marketing activities and technical assistant to support local processes of development of micro-ventures in the rural tourism value chain.
- Project is expected to close in June 2013 due to time extension amendment approved by MDG-F Secretariat

**Country: Peru**

**MDG Project title:** Joint Program (JP): Inclusive Creative industries (CI), a tool for alleviating poverty in Peru.

**Duration:** December 2009 – June 2013

**Objectives:** The PC considered central the theme about development and sustainability of Creative Industries in Peru, creating a favourable policy and institutional framework for the development of Inclusive Business in Creative Industries and strengthening public-private structures in each region, with private entrepreneurs and strategic partners, achieving the inclusion of vulnerable groups into a formal system in order to articulate the different markets; regional, domestic and export segment in a sustainable way. For that, the JP uses the experiences of six agencies participating in this program; ILO, UNWTO, UNIDO, UNDP, UNESCO, FAO and proposes to implement three components, which products and activities will achieve the direct effects of stimulation of the economy in the intervention regions, creating decent work and improved the quality of life of vulnerable groups and their families with better income generation.

**Results achieved at 28/02/2013:**

Support in Rural Community Tourism:

- It has been developed and validated methodology in training and technical assistance in RCT in order to strengthen local business units laying the groundwork to generate a competitive business development. This methodology allows to generate a strategic alliance with local universities in Cusco and Puno (areas with more potential for tourism), which allows for the participation of student volunteers from the last two cycles of racing administration, tourism, economics and accounting, who technically have been trained to assist the process of business management assistance to tourism business units. Technically they have been formed

in the Cusco: 22 male students and 47 female students. In Puno: 30 male students and 58 female students. On the other hand it has provided specialized assistance during 4 months in Cusco: 9 men and 21 women and Puno: 13 men and 17 women.

Technical assistance in coordination with the ILO:

- The ILO has developed specific modules of Training of Trainers on RCT and Gastronomy therefore has implemented in a coordinated manner the 04 modules of training and technical assistance in RCT, with a total of 48 hours in the regions of Puno and Cusco. They have trained and technically assisted 54 women and 6 men.

Technical assistance in gastronomy:

- It has been developed the methodology "continuous improvement in food services." This methodology has been applied and validated in the four regions of the field of PC: Cusco, Puno, Ayacucho and Lambayeque. Due to high demand of the right holders of the PC, there have been two rounds of training and technical assistance in gastronomy. It has been assisted in the four regions: 58 women and 9 men.
- Certification by labour skills: have trained 70 cooks in the regions of Cusco, Puno, Ayacucho and Lambayeque. This certification will validate years of experience in this area, allowing the possibility to work in any restaurant in our country.

Implementation of improved stoves

- In the region of Ayacucho, Quinoa District; 53 improved stoves have been implemented at Cocharcas Virgin market. This implementation has helped improve the health of this group of women and improve care for visitors to the district.

Adequacy of craft workshops for tourism

- In the region of Ayacucho, Quinoa District; 10 craft workshops have been implemented for tourism. It is important to know that this activity is being worked in coordination with UNIDO.

**Further developments for 2013:** The project is expected to be completed in June 2013

### **Country: Romania**

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**Project Title:** Integrated Urban Development for the Rehabilitation and Modernization of Borsec, Baile Herculane and Sulina and formulation of a Tourism Law for Romania

**Duration:** December 2011 - December 2012

**Objectives:** With a view to provide technical assistance to the Government of Romania in the design and implementation of projects that respond to the objectives of the National Strategic Plan, UNWTO, in collaboration with the United Nations Development Programme (UNDP), implemented a project for the rehabilitation and modernization of three cities in Romania which have varying tourism resources which cater to different source markets. The objective of this project was to strengthen the decentralization process as regards to tourism development, engaging local communities in a participatory manner to be part of the tourism development process, and, to formulate tourism development strategies and pilot projects to develop tourism as a means to stimulate economic growth in these cities.

As project activities progressed, it was noted that there were issues which could only be addressed through the formulation of a Tourism Law for Romania. The Government of Romania was already engaging in this exercise and, as a result, UNWTO and UNDP extended the activities of the project in order to provide further technical assistance to the Government in the drafting of a tourism law and aligning it with international and EU best practices.

**Results achieved at 07/06/2013:**

- A tourism development strategy for each city including integrated urban development plans aimed at revamping the economies of each city through tourism. Each plan outlined specific actions, roles and responsibilities for central, regional and local public bodies and for non-public entities. The plans were wide-

ranging, including buildings and infrastructure regeneration and development, management, community and social structures to provide for tourism development and tourism product diversification with benefits accruing to the wider population and, particularly, the younger population.

- A draft Tourism Law which provides a sound legal framework to support the sustainable development and promotion of the tourism industry while guaranteeing and safeguarding both the rights and responsibilities of the tourism service providers as well as the rights of the tourist.

**New developments for 2013:** The project is complete in all respects and no further activities are planned for 2013.

#### Country: Saudi Arabia

**Project Title:** Study of the Role of Tourism in Economic Development of Local Communities

**Duration:** December 2012 – April 2013

**Objectives:** Tourism sector development is receiving growing attention in the Kingdom of Saudi Arabia as policymakers are increasingly aware of the sector's capacity to bring economic, social and cultural benefits to local communities, particularly through job creation and business opportunities. Job creation and the reduction of unemployment for Saudi nationals constitute one of the strategic pillars of the National Tourism Development Strategy. At the request of the Saudi Commission of Tourism and Antiquities, UNWTO will prepare a study on the role of tourism in the economic development of local communities in the Kingdom of Saudi Arabia through the creation of jobs and business opportunities, improved living conditions, increased investment and other related social benefits.

#### Results achieved at 07/06/2013:

- Identification of three case study locations: Al-Taif, Al-Khobar and Al-Ula. The areas represent a variety of urban and rural destinations in various stages of tourism development and which appeal to different kinds of tourism markets.
- Design of four different surveys to obtain data on the current scope of tourism in the pilot locations. The surveys focus on Tourism Firms (directed to Managers to obtain feedback on the type of employment offered); Tourism Sector Employees; and Marketing and Promotion Officials.
- Based on the field visits, consultations, desk research, and survey responses, UNWTO prepared a study to assess the role and contribution of the tourism sector to the development of local communities, particularly in the area of job creation, and, put forward a series of practical tools and actionable policy recommendations to maximize the socio-economic benefits of tourism.
- ILO has also partnered in this study through reviewing and endorsing recommendations within its Decent Work Agenda.

**New developments for 2013:** The draft report is scheduled to be submitted to the SCTA in June 2013 for their review and approval.

#### Country: Senegal

**MDG Project title:** Promoting Initiatives and Cultural Industries in Senegal – MDG-F

**Duration:** 2008 - 2012

**Objectives:** within the framework of the UN Millennium Development Goals, the objectives of the project are as follows:

- Improving national productivity capacity in terms of competitiveness, quality products added value, creation of qualified jobs and investments.
- Increasing revenues of poor and vulnerable groups in the field of culture and development.

- Improving quality of life of vulnerable groups, and the sustainability of their revenues through environmental protection actions, and development of natural resources.
- Institutional capacity building in the field of culture and development, with emphasis on human rights and gender equity.
- Improving local communities and organizations capacity and resources to participate efficiently in the decentralization process and management of local development.

**Results achieved in 2012:** Due to several technical obstacles, the MDG-F Secretariat in New-York authorized the extension of the project until 31 December 2012; giving time to the Institutions involved achieving their objectives. During the year 2012, the UNWTO and the Ministry of Tourism of Senegal has pursued their collaboration and achieved the remaining activities:

- Formulation of bankable projects in the tourism sector
- Feasibility study on local supply chain for the benefit of tourism industries in the two regions
- Creation and updating of a Web site for the medium and small size tourism camps

**New developments for 2013:** The project is complete in all respects and no further activities are planned for 2013.

### Country: Serbia

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**MDG Project title:** Sustainable Tourism for Rural Development in Serbia

**Duration:** January 2010 – December 2012

**Objectives:** Within the framework of the UN Millennium Development Goal Fund (MDG-F), this project contributes toward eight targets under three Millennium Development Goals; addresses three relevant Government strategies; and creates synergies with a number of Government and donor funded initiatives. It contributes specifically to “Sustainable development plans that effectively respond to the needs of people, communities and the private sector, and promote rural development and environmental protection.” The project has two key objectives: development of a legal and policy framework for supporting diversification of rural economy through tourism, and, the creation of better linkages and organization of local rural tourism and support industries, as well as improvement of local stakeholders’ capacity for developing services and products in line with national strategies.

**Results achieved at 07/06/2013:**

- A Rural Tourism Master Plan was formulated (and approved in April 2011) in a very consultative process, including the Serbian Government, other national stakeholders, as well as other agencies’ inputs (UNDP, UNICEF, FAO, UNEP).
- More than ten stakeholder workshops (three of them on a national level) were conducted to (1) receive feedback and recommendations from the local stakeholders on the Master Plan and to (2) disseminate the final document.
- A Grants Scheme was developed for rural tourism development projects. This included defining the process, the call for grants, capacity building sessions for local stakeholders on the grants application process, and criteria for evaluation. UNWTO approved 37 grants. National ownership is being created by collaborating with TOS to manage the granted projects.
- A concept note of rural tourism governance. As a result, the Ministry of Finance and Economy created a Rural Tourism Unit to supervise the implementation of the Rural Tourism Master Plan in Serbia.
- Intensive training and manuals on Project Formulation to assist rural tourism stakeholders on how to prepare project proposals to seek funding from donors, particularly the EU; Marketing and Promotion of rural tourism including recommendations on e-marketing, development of websites, public-private partnership and the development of rural tourism clusters to strengthen marketing activities; and, guidelines for the establishment of a voluntary upgrading of quality services for rural tourism accommodation providers.

- Workshops are conducted for the public and private sector in the following areas: product development, strategies and management techniques for rural tourism, marketing and promotion of destinations, and quality standards for rural tourism providers.
- The activity of institutional strengthening will continue.

**New developments for 2013:** The project is complete in all respects and no new activities are planned for 2013.

#### Country: Togo

**Project title:** Tourism Master Plan

**Duration:** 2013-2018

**Objectives:** Tourism development activities are part of the Togolese Government priorities. In this regard, UNWTO and the Government have signed in March 2013 a working agreement for the implementation of the Tourism Master Plan which aims to define a Tourism policy and an action plan to be implemented in the framework of the relaunch of the tourism development in Togo. The Master Plan will be jointly elaborated by international Consultants and Officials from the Togolese Tourism Administration, under the supervision of UNWTO, in its capacity as UN executing agency together with the Government of Togo.

The elaboration of the Master Plan will be in two phases. During the first phase, a diagnostic of the current situation of the tourism sector and the provisional strategic orientations will be done. The second phase will be dedicated to the preparation of a long term strategy and the programme of actions to be implemented within 5 years.

#### Country: Turkey

**MDG Project title:** Alliances for Culture Tourism in Eastern Anatolia

**Objectives:** The project contributes toward the realization of the first Millennium Development Goal by addressing Turkey's regional development disparities and taking into account the existing national tourism strategies. It aims at the enhancement of cultural tourism in Kars province and thereby contributing to community cohesion, employment creation and the reduction of socio-economic differences. National ownership is ensured by including strategic documents into the overall national development policies of Turkey. The project focuses on three key outcomes: (1) creation and implementation of a model for strategic direction, prioritization and safeguarding of tangible and intangible cultural heritage and cultural tourism delivery in Kars, (2) enhancement of community and enterprise capacities in Kars for income generation job creation in the culture based tourism sector, and (3) improvement of capacities of local authorities and civil society.

#### Results achieved at 07/06/2013:

- The Tourism Master Plan was formulated in cooperation with the Ministry of Culture and Tourism, partnering UN agencies, and local stakeholders from Kars (approved in December 2010).
- A training needs assessment was carried out with the objective to establish a baseline assessment of capacity building needs for training programmes in Kars. Consequently, capacity building activities were designed, including: training on promotion and information delivery and study tour to Spain in December 2009 (32 local stakeholders); participation in UNWTO's Practicum for four public and private sector representatives in June 2010; tourism awareness-raising training (51 participants) and hotel operations training (24 participants) in December 2010; training in English language (62 participants) from February to April 2011; and business advisory services for SMEs (about 50 beneficiaries) in May 2011.
- An assessment of the institutional capacity to develop and manage tourism in Kars was carried out and the possible structure of a Tourism Governance Organization (TGO) elaborated.
- Marketing and promotion activities included: the formulation of a marketing strategy with a detailed 3-year Action Plan; the development of a logo and slogan for Kars; the development of promotional brochures for Kars; promotional support in participation at EMITT, ITB, and Kars Tourism Week in 2011; the organization of a familiarization tour in July 2011 (15 participants including 5 international tour operators and national public and private sector representatives); and the formulation of a report with detailed research on tourism website development for Kars and draft ToR for a potential designer.

**New developments in 2013:** The project was completed in all respects in December 2011 and no new activities are planned.

#### **Country: Uganda**

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**Project Title:** Improving Policies and Regulations to Support the Development of Markets in Tourism

**Duration:** September 2012 – July 2013

**Objectives:** The Government of Uganda, in its National Development Plan 2010-2014, has identified tourism as a priority sector to promote socio-economic development in the country, foster the creation of sustainable livelihoods, and generate greater dividends in foreign exchange earnings while contributing towards the protection of Uganda's valuable and diverse cultural and natural heritage. As a result of this Plan, the Ministry of Tourism, Wildlife and Antiquities was also created in 2011 to oversee tourism policy, planning, development and management in the country. UNWTO, in collaboration with the United Nations Development Programme (UNDP), is implementing a project which provides policy and strategic guidance for tourism development in the country through the formulation of a Tourism Policy and a Tourism Development Master Plan.

**Results achieved at 07/06/2013:** A draft Tourism Policy which provides a detailed overview of the tourism sector in Uganda; clearly defines the Government's development objectives through tourism; provides a vision for tourism in Uganda in 2024; and, provides policy guidance on how to achieve the vision and national development objectives through tourism in the disciplines of tourism management and regulation, tourism planning, product development and diversification, tourism infrastructure, protection and preservation of the natural and cultural heritages, tourism markets and marketing, tourism skills and training, and, financing of tourism activities.

**New developments for 2013:** Activities related to the second phase of the project – formulation of the Tourism Development Master Plan – are scheduled to commence in June 2013. This will include a National Conference for the ratification of the draft Tourism Policy – scheduled for 19 June 2013.

#### **Country: Ukraine**

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**Project Title:** Development of a System of Tourism Statistics and Regional Tourism Satellite Account in the Autonomous Republic of Crimea

**Duration:** October - December 2012

**Objectives:** In 2011, UNWTO, in collaboration with UNDP, delivered technical assistance to the Autonomous Republic of Crimea (ARC) of Ukraine to conduct an analysis of the current System of Tourism Statistics (STS) in the ARC. The mission assessed the existing systems, structure and practices of tourism data collection and statistical development and the feasibility of implementing a Tourism Satellite Account (TSA) in Crimea. A second mission was conducted in 2012 to provide additional technical assistance to the State and Regional tourism authorities in Crimea and the Ukraine with the objective of formulating a concept note on the implementation of a pilot project on strengthening the STS in Crimea.

**Results achieved at 07/06/2013:**

The mission was conducted both in Kiev and Simferopol – the idea being to assess to update the progress achieved in the development of STS in Crimea from the previous year as well as to hold discussions with authorities in Ukraine including the EU delegation which is currently implementing a large project on tourism development which includes a component on tourism statistics to see how to link the Crimea statistics' activities as possible pilot projects within the statistics component. A detailed report was submitted which recommended several actions to be taken over the coming year, namely in form of visitor sample surveys and sample surveys of non-formal accommodation, to address the most important data gaps in the current STS of Crimea.

**New developments for 2013:** The project is completed in all respects and no future activities are foreseen for 2013.

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**Regional Project: West African Economic and Monetary Union (UEMOA) Countries**


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**Project title:** Determination of needs in Tourism and Hotel training

**Objectives:** Following the agreement signed in June 2011 between UNWTO and UEMOA, a mission has been conducted in 2012 to prepare a project proposal and report to assess the quantitative and qualitative needs in hospitality and tourism education towards 2020 in the eight Member States of the UEMOA (Benin, Burkina Faso, Côte d'Ivoire, Guinea-Bissau, Mali, Niger, Senegal and Togo).

The project proposal includes the elaboration of the following six actions: i) Implementation of training and education in tourism and hospitality industry; ii) Creation of an observatory on tourism occupations and elaboration of system of reference in tourism occupation and competences; iii) Implementation of a certification system for tourism training quality label; iv) Assistance in the implementation of Degree, Master and Doctorate; v) Creation of regional centres of Excellence one of them dedicated to training the trainers; vi) Implementation of virtual platform for e-learning and elaboration of learning tools for UEMOA area. The participants from the eight countries approved and endorsed the project proposal and six actions of the action plan, in the occasion of the validation meeting which took place in Togo in March 2013.

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**Regional Project, countries: Angola, Botswana, Democratic Republic of the Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, United Republic of Tanzania, Zambia and Zimbabwe**


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**Project title:** National Statistical Capacity-Building Programme to RETOSA Member States

**Duration:** October 2010 – December 2012

**Objectives:** With the purpose of providing technical assistance to the Member States of the Regional Tourism Organization of Southern Africa (RETOSA) in the strengthening of the systems of collection and analysis of tourism statistics, UNWTO and RETOSA have embarked upon a project to implement the UNWTO National Statistical Capacity-Building Programme (NSCBP) to all RETOSA Member States.

UNWTO has developed the NSCBP to provide its support and expertise to Member States that wish to improve their national System of Tourism Statistics and Information with the perspective of developing a TSA. The NSCBP consists of two phases: firstly, an Evaluation Mission – which conducts a thorough evaluation on the country's system of tourism statistics and makes recommendations on what improvements need to be made; and, secondly, a long-term project in which UNWTO provides its technical assistance to the Government in implementing the recommendations made by the Evaluation Mission.

Following the completion of the project's first phase in 2010-11 which focused on undertaking an evaluation of the Systems of Tourism Statistics (STS) in each country, UNWTO has been implementing the project's second phase in close collaboration with RETOSA and its regional members. The principal objective of the second phase is to further strengthen knowledge of the TSA and tourism statistics through the delivery of regional training workshops, building on the outcomes and results of the evaluations carried out during the first phase, which identified the main statistical challenges and priorities of individual countries and as a region. The training activities are therefore designed to be aligned to the needs of RETOSA members through transfer of knowledge and best practices, simulation of model TSAs and tackling common constraints faced by tourism authorities.

**Results achieved at 07/06/2013:**

- A Second Workshop was organized in Masvingo, Zimbabwe in May 2012. The Workshop gave an introduction to the TSA and presented its fundamental components for NTA/NTO officials, government statisticians and economists. A total of 50 participants from 12 countries attended the workshop.
- UNWTO and RETOSA jointly organized a Third Workshop in Ezulwini Valley, Swaziland in September 2012 for RETOSA members. The Third Workshop, which was aimed at statisticians and economists with responsibility for the collection and analysis of national tourism data, focused on the processes required for developing TSA Tables 1-10. The Workshop provided an opportunity for country teams to prepare their respective tables under guidance and share practices with other RETOSA members. The Workshop was again widely attended by 40 participants from RETOSA member states.
- A Fourth Workshop in this series was organized in March 2013 in Dar Es Salaam, Tanzania. The theme of

the workshop was the measurement of tourism supply and the reconciliation of demand and supply. Its aim was to deliver training to officials from government agencies engaged on key technical areas of developing the capacity of the system of tourism statistics and TSA. In line with the Third Workshop, the event was intended to statistics specialists, tourism economists, researchers and senior policy officers from Southern Africa with the objective of improving key skills and knowledge required for developing this component of the TSA.

**New developments for 2013:** Two more workshops are envisaged to be conducted during the rest of the year.

**Regional Project, countries: Cameroon, the Gambia, Ghana, Kenya, Mozambique, Nigeria, Senegal, Seychelles and Tanzania**

**Project title:** Collaborative Actions for Sustainable Tourism in Coastal Areas in Africa (COAST)

**Duration:** July 2009 – July 2014

**Objective:** The COAST Project aims to demonstrate and support adoption of best practice approaches for sustainable tourism that reduces the degradation of marine and coastal environments of trans-boundary significance. This is through supporting and enhancing the conservation of globally significant coastal and marine ecosystems and associated biodiversity in Sub-Saharan Africa, through the reduction of the negative environmental impacts which they receive as a result of coastal tourism.

UNWTO is collaborating with the United Nations Industrial Development Organization (UNIDO) in the implementation of the COAST Project in Africa, which is funded with a contribution from the Global Environment Facility (GEF). The project focuses on three thematic areas, Environmental Management Systems, Eco-tourism and Reef & Marine Recreation Management, as well as a cross cutting component on Sustainable Tourism Governance. UNWTO is responsible for the implementation of the Eco-tourism thematic area and the Sustainable Tourism Governance Component.

**Results achieved at 07/06/2013:**

- For the Sustainable Tourism Governance component, UNWTO undertook studies on sustainable tourism governance and management in each of the beneficiary countries, resulting in detailed country reports, which were used to prepare a general report on mechanisms for sustainable tourism governance and management in coastal areas in Africa. Based on the findings and recommendations from the country reports, UNWTO assists the countries to prepare detailed action plans on sustainable tourism governance in coastal areas. In May 2013, a regional capacity building seminars on sustainable tourism governance was organized in Nairobi for project stakeholders from Kenya, Mozambique, Seychelles and Tanzania.
- For the Ecotourism thematic area, UNWTO organized three regional training seminars, making use of the manual and other training materials of the ST-EP Initiative. Based on the seminars, the COAST project teams in each country undertook rapid tourism value chain analysis in the project demonstration sites, and with guidance from UNWTO, the teams in Cameroon, the Gambia, Ghana, Kenya, Nigeria, and Tanzania developed eco-tourism projects in their demonstration sites, which are in advanced stages of implementation. Within the framework of the eco-tourism project in the Gambia, UNWTO organized a training seminar on “turning tourism professionals into champions for biodiversity conservation and environmental protection” in April 2013. Possibilities are being explored to replicate this seminar in other beneficiary countries of the COAST project.

**New developments for 2013:** Based on the positive outcome of the sustainable tourism governance seminar in 2013, UNWTO and UNIDO will organize similar regional seminars for the English speaking (Gambia, Ghana, and Nigeria) and French speaking (Cameroon and Senegal) COAST countries in West Africa in Ghana in October 2013 and Senegal in November 2013 respectively. The study on “Mechanisms for sustainable tourism governance and management in coastal areas in Africa” is expected to be published in the second semester of 2013.

## Annex II. ST-EP Projects Portfolio

| AFRICA                           |   |  |                                 |
|----------------------------------|---|--|---------------------------------|
| Country                          | Project Title   | Current Status and Main Results  | Main Contributions              |
| Burkina Faso                     | Sustainable Development of Tourism in the District of Tambaga, Province of Tapoa (Park W) | Awareness raising activities and tourism training have been carried out in the districts of Tambaga and Logobou. A tourist accommodation is operational in the town of Yobri which includes a handicrafts centre. Excursions to the Gobnagou cliffs and surrounding areas are offered by the local guides association "Biala". Promotional activities with Mowgli tour operator have been carried out.   | Italian Cooperation             |
| Benin/<br>Burkina Faso/<br>Niger | Development of Birdwatching Tourism at Regional Park W                                    | This project is complementary to the rest of activities in Park W which were funded by the Italian Cooperation in the previous years. It provided bird watching training to guides from the three countries, and subsequently grants have been provided to the countries for the construction of bird watching platforms and environmental awareness raising activities for communities living in the buffer zone of the park.   | RAMSAR Swiss Fund for Africa    |
| Burundi                          | Enhancing Participation of Youth and Women in the Tourism Sector                          | The project will collaborate with selected hotels in Bujumbura and along the lake shores to identify staff members (youth and women) with low-paid jobs who have the potential to grow into better paid positions in the hotel after receiving further training. In collaboration with local training institutes, a tailor made training course will be provided to the selected staff members of the participating hotels. The project will further work with selected young and female entrepreneurs to support them through training, business advice and small subsidies to enhance existing tourism SMEs (mainly restaurants and small accommodations). The project will especially focus on supporting tourism SMEs that can help generate additional local employment for youth and women.  | ST-EP Foundation                |
| Cameroon                         | Ecotourism Development at Kribi   | A value chain analysis has been developed and training will be provided to local guides and tourism SMEs. Collaborative mechanisms among the local and national administration, the private sector and community are being fostered with a view to enabling effective destination management and the environmental management of tourist attractions. A training workshop on Environmental Management System has been organized for ecotourism groups and industries hotels in the Kribi area. The training event aimed at educating environmental managers about practical techniques to implement an Environmental Management System in their facilities (waste management, energy consumption). A conference on Green Tourism has been organized in Kribi, during which the eco-tourism products that are being developed in the destination were presented at an exhibition stand. A first handbook on customer care has been produced, which will serve as a basis in upcoming trainings of local guides. | ST-EP Foundation<br>UNIDO COAST |
| Ethiopia                         | Chencha-Dorze Tourism and Handicrafts Development   | In consultation with hotels, training was provided on quality services, handicrafts and guiding which has resulted in employment for 18 community members at   | SNV<br>(Netherlands Development |

| AFRICA  |   |   |   |
|---------|---|---|---|
| Country | Project Title   | Current Status and Main Results   | Main Contributions  |
|         |   | hotels and the establishment of a cooperative of artisans. A handicraft sales centre has been completed. The District Tourism Office received destination management training and is promoting the integration of Chencha-Dorze in the Southern Circuit.  | Organisation)<br>ST-EP Foundation   |
| Ghana   | Savannaland Destination Tourism Programme   | Excursions and facilities have been developed in Mole, Sonyo, Kulmasa, Larabanga and Tamale and are being run by trained members of the community. The project has fostered public private partnerships, especially through establishing tourism committees and a destination management team which takes the lead in carrying out marketing activities.<br><a href="http://www.savannatourism.com">www.savannatourism.com</a>  | SNV<br>ST-EP Foundation   |
| Kenya   | Enhanced Market Access for Community-based Tourism Products   | Tourism SMEs from the South and North Rift and Northern Kenya have benefitted from matching grants and received training and mentoring on customer service and business management which helped enhance their products. . The following activities have been carried out: competitiveness of the guiding product by facilitating a guiding accreditation qualification for guides/scouts; competitiveness of the Taita and Maasai Mara by adapting innovative marketing strategies; market access for the community tourism product; institutional framework for governance and benefit sharing for the Maasai Mara Conservancies and the Taita Taveta tourism operation; capacity of the leadership and community members to engage in conservation efforts. | SNV<br>ST-EP Foundation   |
|         | Enhancement of Local Employment in Amboseli Tourism Destination through Vocational Tourism Training | In partnership with the abovementioned project, a feasibility study to provide vocational training to local people from Amboseli was carried out and training was provided at Moi University to 30 local youth from the Amboseli area.  | IUCN-NL (Netherlands Committee of the International Union for the Conservation of Nature)<br>ST-EP Foundation |
|         | Kenya Coast Beach Management and Local Livelihoods  | The project aims to agree on localized beach management action plans in order to improve the livelihoods of local beach operators and their families, and to reduce the harassment of tourists along Kenya's beaches. Two multi-stakeholder workshops have been organized in the project areas, based on which detailed project activities have been defined. Based on several consultative meetings with the various groups of beach operators and the hotel managers, a training programme for beach operators has been prepared, and the possibilities for beach operators to start their own companies and establish business linkages with tourism resorts are explored.   | Travel Foundation<br>ST-EP Foundation   |
| Lesotho | Kome Rural Homestays project  | The project focuses on community mobilization and awareness raising for participation in tourism. A cultural heritage route is going to be developed and promoted including the diversification of local crafts and improved production and sales of organic vegetable and fruits.  | ST-EP Foundation  |

| AFRICA     |   |  |  |
|------------|---|--|--|
| Country    | Project Title   | Current Status and Main Results  | Main Contributions                                   |
| Mali       | Supporting Women Entrepreneurs through the Development of Handicrafts and Agrobusiness in the Region of Mopti | An inventory of formal and informal women groups (artisans, farmers, small restaurants, accommodation providers) was carried out in Mopti, Sangha and Djenné. A value chain analysis identified the best opportunities to develop business linkages. Support to access small equipment and training on business management, quality products and services. A website for the Mopti's craftswomen has been developed, and a handicrafts shop in Djenne has been built.  | AECID (Spanish Cooperation Agency)                   |
| Mozambique | Community-based Lodges Training Programme   | Community members from the area of Limpopo National Park (Massingir) and Maputo Special Reserve (Matutuine) have participated in awareness raising meetings and received training on tourism services, conservation and income generating activities. Circuits including the community-based lodges of Covane, Madjadjane and Tinti Gala were developed and joint ventures with the private sector established.  | ST-EP Foundation<br><br>Flemish Government           |
|            | Human resource and SME development for the tourism sector in Inhambane province                               | The project builds on the experience of the previous project in the region. Its main objective is to enhance the local economic impact from tourism in Inhambane through human resource development and SME development in the tourism sector. Various courses on business skills and housekeeping techniques have been organized. Based on a mapping of existing tourism business, enterprises have been identified that can benefit from project support.  | Flemish Government<br><br>Government of Macau S.A.R. |
|            | Initiatives Fund for Women Entrepreneurs of Mafalala  | The project aims to reinforce the institutional capacity of the Municipality of Maputo to implement pilot projects that generate jobs in the area of tourism. Financial support and technical assistance is being provided to small enterprises run by women in the Mafalala historic neighbourhood of Maputo.   | Banesto Foundation                                   |
|            | Voluntary Training and SME Development for the Tourism Sector in Maputo                                       | The main objective of the project is to <i>“enhance the local economic impact from tourism in Maputo through vocational training and SME development in the tourism sector”</i> . The project intends to create tangible benefits from tourism for 200 local households through the following ST-EP mechanisms:<br>1. Employment in tourism enterprises<br>2. Supply of goods and services to tourism enterprises<br>3. Direct sales of goods and services to visitors<br>4. Establishment and running of tourism enterprises  | Flemish Government                                   |
| Namibia    | Training and Support for the Establishment of Small Tourism-related Businesses especially for rural women     | In collaboration with the private sector, the project has identified women employees in tourism and is sponsoring their participation to tourism courses in hospitality and culinary arts. In addition, 8 micro tourism projects managed by women are receiving financial and business development services in order to deliver goods and services to tourists and tourism enterprises. Micro projects are implemented at various sites, focusing on the construction of handicraft centres and guest rooms, and the preparation of marketing materials. Training on Hotel Management and Culinary arts is provided to 30 women. | AECID  |

| AFRICA                      |   |   |                         |
|-----------------------------|---|---|-------------------------|
| Country                     | Project Title   | Current Status and Main Results   | Main Contributions      |
|                             | Initiatives Fund for Rural Women Entrepreneurs  | The project is complementary to the project above. Financial support and technical assistance is being provided to small enterprises run by women in order to deliver goods and services to tourists and tourism enterprises. Trainings in book keeping, basic marketing, weaving, negotiation skills, and English language have been carried out.  | Banesto Foundation      |
| Rwanda                      | Congo-Nile Trails: Bringing tourism to one of Africa's poorest and most beautiful regions | An inventory of attractions and a value chain analysis were carried out to identify income generating opportunities of the hiking product in the mountains along the Eastern side of Lake Kivu that separates Congo and Nile river watersheds. Awareness raising for service providers and communities, and training on business planning has taken place. A marketing strategy has been prepared, which forms the basis to carry out marketing activities for the trail.   | SNV<br>ST-EP Foundation |
| United Republic of Tanzania | Cultural Tourism Enhancement and Diversification Programme                                | Guidelines for establishing and operating cultural tourism activities, and quality standards and a monitoring system have been developed. Training has been provided to existing and new Cultural Tourism Enterprises in the fields of tour guiding, business management and quality services. The Tanzanian Association of Cultural Tourism Organizers (TACTO) has been strengthened and is strategically managing the affairs of the current 41 Cultural Tourism Enterprises in the country. Exchange visits have been organized and marketing materials produced. <a href="http://www.tanzaniaculturaltourism.com">www.tanzaniaculturaltourism.com</a> | SNV<br>ST-EP Foundation |
|                             | Initiatives Fund for Women Entrepreneurs of Pangani                                       | The project builds on the experience of a previous project in Pangani. Financial support and technical assistance is being provided to small enterprises run by women in order to deliver goods and services to tourists and tourism enterprises. Several trainings have been carried out: business accounting, business management; poultry and incubator use, agricultural skills and green house management for various agricultural groups; textiles and handicrafts for handicraft producers.  | Banesto Foundation      |
| Zambia                      | Development of Cultural Centres for Promotion of Community-based Tourism                  | Cultural Centres are under construction in Mafungautsi and Mwandu villages and capacity building activities are about to commence. Based on an internal assessment, the Ministry has prepared a revised work plan, giving priority to the completion of the project activities in Mwandu, which is located near Livingstone.  | ST-EP Foundation        |

| AMERICAS |                           |   |                        |
|----------|---------------------------|---|------------------------|
| Country  | Project Title             | Current Status and Main Results   | Main Contributions     |
| Bolivia  | The Mysteries of Titikaka | The project builds on the experience of a previous intervention in the area of Titikaka lake which enabled local communities to operate the one day tour "Misterios del Titikaka". The project aims to further strengthen the capacities of the communities of Pata Patani, Quehuaya and Tiraska to provide quality services to tourists and increase the length of stay of tourists. Equipment has been provided and promotional activities have been prepared to enhance the visibility of the product > <a href="http://www.misteriosdeltitikaka.com">www.misteriosdeltitikaka.com</a> . | Europamundo Foundation |

| AMERICAS        |  |  |                        |
|-----------------|--|--|------------------------|
| Country         | Project Title  | Current Status and Main Results  | Main Contributions     |
|                 |  | A famtrip has been also organized  |                        |
| Costa Rica      | Market Access and New Technologies for Community-based tourism | The project includes the following activities: identification of technologies' needs for 7 local communities; purchase of computer equipment; technical assistance and capacity building for e-commerce; websites design; organization of famtour for tour operators.  | Europamundo Foundation |
| Central America | Market Access for Rural Tourism SMEs                           | The project aims to contribute to the regional integration of rural tourism initiatives through joint marketing activities. A seminar on e-commerce for the members was carried out, and technical assistance to improve marketing tools and techniques as well as to develop e-commerce strategies and websites for the members of FEDECATUR and FACOT has been provided. | ST-EP Foundation       |

| ASIA        |  |   |  |
|-------------|--|---|--|
| Country     | Project Title  | Current Status and Main Results   | Main Contributions                             |
| Cambodia    | Enhancing the Mekong Discovery Trail   | The Mekong Discovery Trail is a new ecotourism destination in northeast Cambodia, with themed visitor routes emanating from major gateway towns. Phases I to III prepared Tourism Master Plan for the Province of Kratie, planned the trail and its products and elaborated promotional tools. Phase IV has built on the progress achieved in previous phases - to further support the development and promotion of tourism in the region - with a stronger focus on infrastructure development; the roles of public and private sectors and commercially engaging the private sector with the Mekong Discovery Trail and further marketing. <a href="http://www.mekongdiscoverytrail.com">www.mekongdiscoverytrail.com</a> | AECID  |
| China       | Tourism and Handicraft Production in Guizhou Province                                  | Training is being provided to handicraft producers in order to enhance the quality of products and sell them at the Tsingtao Beer Museum.   | Tsingtao Brewery.Co.Ltd                        |
| Nepal       | Great Himalaya Trail Development in West Nepal: Linking Enterprises to Tourism Markets | A value chain analysis was carried out and training for MSMEs on quality services and guiding took place. Tourism Committees have been established in Humla and Dolpa and a strategic tourism action plan and marketing strategy have been formulated, which are used as the basis for the implementation of product development and marketing activities. <a href="http://www.greathimalayatrail.org">www.greathimalayatrail.org</a>   | SNV<br>ST-EP Foundation                        |
| Timor-Leste | Capacity Building for Tourism Employees in Dili  | Project activities include: two training institutes in the country have been identified to deliver training for tourism employees. The project will assist the two selected institutes to develop and carry out a train-the-trainers programme and supplying the institutes with suitable training materials. The main objective is that the training institutes will deliver courses for employees of tourism enterprises, in order to build their skills to grow into a better paid position, and for unemployed young people to enhance their opportunities to obtain employment in the tourism sector.  | ST-EP Foundation<br>Government of Macau S.A.R. |

| EUROPE  |   |  |                         |
|---------|---|--|-------------------------|
| Country | Project Title   | Current Status and Main Results  | Main Contributions      |
| Albania | Korca Region Tourism Destination Development and Management Programme | A regional tourism database is operative since September 2009. An integrated product development and marketing strategy was elaborated, which formed the basis to establish the Korca DMO. The DMO has used the strategy to further develop tourism in the areas and carry out marketing | SNV<br>ST-EP Foundation |

|  |  |  |  |
|--|--|--|--|
|  |  | activities, and has also used the experiences gained to provide advice on tourism development in other destinations in Albania. <a href="http://www.visit-korca.com">www.visit-korca.com</a> |  |
|--|--|--|--|

| MIDDLE EAST |   |   |                    |
|-------------|---|---|--------------------|
| Country     | Project Title   | Current Status and Main Results   | Main Contributions |
| Jordan      | Youth Career Initiative   | The Youth Career Initiative (YCI) was designed to empower disadvantaged, vulnerable young people by equipping them with relevant life and work skills and expose them to a successful business environment and professionals that will enable them to make informed career choices and become employable. The program strategy focuses on raising awareness on the employment opportunities in the hotel industry among youth, encourage youth and their parents to consider working in hotels and empower young people by providing them with the necessary life and employability skills. Trainings have been carried out in Amman and Aqaba.   | ST-EP Foundation   |
| Yemen       | Handicrafts, Heritage and Employment in the Highlands of Al-Mahweet | A building has been renovated to host the visitor centre that will provide tourist information, handicraft sales, a base for guides and catering using local produce. Detailed plans for the training for handicraft producers and service providers and the organisation of promotional activities have been prepared. A training workshop has been organized on "Skills development of tourism guiding, hospitality, and public communications" with 30 participants. A report (and a video as well) of some stories of how local people benefited from tourism has been prepared. A study on the "Economic values of handicrafts and national products in AlMahweet Governorate" has been carried out. | ST-EP Foundation   |

### **New developments for 2013:**

| Country  | Project Title  | Current Status and Main Results  | Main Contributions |
|----------|--|--|--------------------|
| Haiti    | Enhancing local economic impact from tourism development in Jacmel | The project aims to strengthen the involvement of local people in the tourism supply chain in Jacmel through enhancing local employment, establishing business linkages between tourism enterprises and local producers, and diversifying the visitor offer by supporting local communities living up-country to develop new eco-tourism products.                           | ST-EP Foundation   |
| Mongolia | Capacity Building for Tourism Employees                            | The project aims to build capacities among tourism employees and unemployed young people to make a career in the tourism sector. Based on a training needs analysis, a curriculum will be developed and arrangements will be made with local institutes to provide tourism training, especially on these subjects for which there is a clear demand from the private sector. | ST-EP Foundation   |

| Country  | Project Title  | Current Status and Main Results   | Main Contributions |
|----------|--|---|--------------------|
| Zimbabwe | Enhancing Participation of Youth and Women in the Tourism Sector | The project will collaborate with selected hotels at the Victoria Falls to identify staff members (youth and women) with low-paid jobs who have the potential to grow into better paid positions in the hotel after receiving further training. The project will liaise with the hotelkeepers association to identify hotels that would wish to participate in the project and assess the training needs. In collaboration with local training institutes, a tailor made training course will be provided to the selected young/female staff members of the participating hotels. | ST-EP Foundation   |

## Annex III. Sustainable Tourism for Development Project

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(Situation as of March 2013)

### Enhancing capacities for sustainable tourism for development in developing countries

#### Scope

This project on **Sustainable Tourism for Development** (abbreviated title) is being undertaken by the World Tourism Organization (UNWTO) with co-financing from the European Union (EU Aid-for-Trade funds). It started on 27th December 2011 and it expected to be completed by 26th June 2013.

The overall objective of the project is to enhance common understanding of and commitment to sustainable tourism and the specific objective, to analyse how tourism can be a vehicle to foster economic and social growth, through the achievement of development imperatives, while minimizing negative social, cultural and environmental impacts. The main output is a guidebook on "Sustainable Tourism for Development" – that will enable EU services in Brussels and the EU Delegations in 180 countries and other development institutions to include sustainable tourism development in their programme cycles, thus contributing to UNWTO's systematic approach for resources mobilization with the European Commission.

#### Key features

The guidebook is structured in three sections - Guidance Note, Methodology and Situation Analysis. The draft of the first two sections is already being tested by the EU Delegations of six pre-selected pilot countries.

The **Guidance Note** relates the EU framework for development, e.g. the EU Agenda for Change and the Tourism pillars (methodology) and relates to EU priorities, building a parallel between tourism cross cutting nature and EU development priorities. It aims at providing guidance to EU services on the approaches required to ensure the effective implementation of priorities for sustainable tourism in developing countries.

The **Methodology** is designed to provide EU delegations with a systematic approach to understand the impact and value of the tourism sector in the country and the way it is managed and operated; identify challenges and opportunities; and to understand which actions are appropriate to improve the situation through tailored interventions. It is framed around five pillars:

- 1 Tourism policy and governance
- 2 Trade, investment, data and competitiveness
- 3 Employment, decent work and capacity building
- 4 Poverty reduction and social inclusion
- 5 Sustainability of the natural and cultural environment

The **Situation Analysis** describes the macro-economic dimensions of tourism; its contribution to improve the situation of a country and its relation with other sectors; policies in place to develop the sector and its contribution to sustainable development and reviews the existing policies and programmes aiming at developing sustainable tourism in DCs.

#### The pilot missions

The draft Methodology and Guidance Note are tested in 6 pilot developing countries: Kenya, India, Vietnam, Senegal, Botswana and Timor-Lest.

The field missions evaluate the material and approach in terms of their ability to facilitate the understanding and capacity of EU Delegations, as well as national tourism stakeholders from public and private sector's, in identifying priorities and appropriate actions for intervention in the field of sustainable tourism development. The lessons learned during the missions will be taken into account in improving and finalizing the Methodology and Guidance Note.

A **validation workshop**, aiming at initiating the process of validation of the handbook by other UN agencies experts and cooperation and development assistance institutions, took place in Geneva, 14-15 March 2013 –

back-to-back to the “Expert Meeting on Tourism’s Contribution to Sustainable Development” organized by the United Nations Conference on Trade and Development (UNCTAD).

#### **Current status**

The guidebook on “Sustainable Tourism for Development” will be **officially launched in Brussels, June 2013**, in a joint event UNWTO – EU, and will be disseminated through DEVCO services in Brussels and in 180 EU Delegations.

## Annex IV. Hotel Energy Solutions

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### Background

Tackling tourism's environmental impact is one of UNWTO's key priorities and the Organization is working closely with the hotel industry to bring this figure down, demonstrating that economic growth and sustainability can, and should, go hand in hand.

Since the public launch of Hotel Energy Solutions E-toolkit in August 2011 in Madrid and its presentation during the UNWTO Assembly in Korea, the HES project has been identified by different entities (national and local authorities, hotel associations, cooperation agencies, chambers of commerce ...), as a useful tool to enhance and optimize energy performance of the accommodation industry, while strengthening the brand identity of destinations in sustainable tourism.

The knowledge provided by the HES project offers a number of means (Energy school, Media Communication materials to sensitize guests, publications, and the HES E-toolkit) for helping hotelier to make the right decision and in investing in the best solutions to improve their energy management: benchmarks of performance in comparison with similar properties; proposition of adapted solutions, including a return on investment calculator.

Thousands of hoteliers have already registered to use the HES E-toolkit, the free online tool which evaluates the energy consumption of their hotel and identifies more sustainable energy options, thus helping hoteliers to cut costs and increase competitiveness. UNWTO is currently engaging in disseminating and adapting the tool globally.

### Current activities

HES project was selected by **Euronews**, (an independent media hub reaching 350 million homes in 155 countries, covering world news 24/7 with 400 journalists from more than 25 countries) as the perfect example and an innovative approach for its "Business Planet" programme, which is centred on small and medium sized companies and aimed at discussing entrepreneurs' success stories. The programme was broadcasted in May 2012.

The **Chamber of Commerce and Industry of the Haute-Savoie (CCI)** was responsible to conduct the pilot testing in the mountain destination on behalf of the HES partners. As a consequence of the successful experience, the CCI has signed a partnership with the regional Banque de Savoie (France) for 2012 which will offer favourable financial possibilities to the local SME hotels that decide to take improving measures in the field of Energy Efficiency and Renewable Energy using the HES e-toolkit as basis to build-up the loan dossier.

The **EU Eco-Management and Audit Scheme (EMAS)** published in June 2012 the first Sectorial Reference Documents for the Tourism sector. This reference document mentions HES several times, within the framework of Tourism best environmental management practice for Smart Destinations.

The theme of **World Tourism Day (WTD) 2012** was 'Tourism & Sustainable Energy: Powering Sustainable Development'. Celebrated every year on 27 September, WTD aims to increase understanding of the importance of tourism and its contribution to major challenges. HES was at the centre stage of the WTD were many countries worldwide presented the E-toolkit to their national and local stakeholders. The World tourism day was celebrated with the presence of the Secretary General in Canary Island where its Spanish version was launched.

The **Diputación Provincial de Valladolid (Spain)** has officially requested UNWTO to use the e-toolkit and a collaboration covenant has been signed to **translate the e-toolkit into Spanish language**. This version is already available online, free of charge. The Diputación de Valladolid is a partner in the ICER project financed by INTERREG IVC programme (EU regional funds).

During the **World Travel Market 2012**, UNWTO organized an interactive event on "Green Innovation in Tourism: enhancing competitiveness and reducing costs" (8 November, 2012). UNWTO presented the HES initiative as one of the steps the organization is taking to respond to the challenge of tourism sustain its responsible growth through innovative practices aiming at reducing its negative impact.

UNWTO presented the current activities and level of implementation of HES at Fitur Green, during the **FITUR 2013** (Madrid, January 2013), together with the Diputación Provincial de Valladolid (Spain), within a set of workshops on sustainability and green economy.

### **Future Activities**

Advanced discussions have been held with several countries and regions for adapting the HES E-toolkit to the local climate conditions and languages (namely, Republic of Serbia and the Municipality of Rimini).

UNWTO is a partner amongst Research Institutions, Energy Agencies, networks based in Greece, Italy, Sweden, Romania, Croatia, Belgium, Spain and France in the “**Nearly Zero-Energy Hotels**” (**NEHEZ**) project.

The Executive Agency for Competitiveness and Innovation (EACI) has selected NEZEH, conceived for targeting the priorities of the EU “Energy efficiency and renewable energy in buildings” in the Intelligent Energy Europe call for proposals.

The NEZEH project builds upon what has already been developed by Hotel Energy Solutions (HES). In this new initiative, the hotels will be guided and receive technical advice to reach a “Nearly Zero Energy” level. This methodology will be developed with committed properties in 8 EU member states, by using a combined approach of expertise and an adapted version of HES, for hotels to be able to reach the required level of energy efficiency and the use of renewable energy sources.

The project will start in May 2013 for EU member states, its duration will be of 36 months.

## Annex V. Silk Road Programme

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Since UNWTO, under the auspices of the newly-created *Special Field Programme*, re-launched the Silk Road Programme in 2010, significant progress has been made in further enhancing cooperation among participating Member States, while engaging new stakeholders, both public and private, towards Silk Road activities. A series of practical and collaborative initiatives are being developed to strengthen the Silk Road brand that will drive tourist flows, attract investment and foster sustainable tourism development across the Silk Road regions.

31 Member States are now involved in the Silk Road Programme, including recent additions: Albania, Bangladesh, Bulgaria, Croatia, Indonesia and San Marino. The Programme provides a platform for this unique network of destinations, connected by a common heritage, to collaborate on marketing and promotion, product development, tourism route development, travel facilitation and cross border initiatives.

Within the framework of the biennial Silk Road Action Plan, the UNWTO Silk Road Programme has been very successful in raising the profile of the Silk Road at international fairs and events; in forging new alliances with public and private stakeholders; in organizing thematic conferences throughout the year, and in enhancing cooperation between Silk Road Member States along the following three key focus areas:

- **Marketing and Promotion:**

Raised the profile of the Silk Road brand at international tourism fairs, conferences and events as an ongoing process to increase industry and consumer awareness:

- I. Established the *UNWTO Silk Road Ministers' Meeting* and the *Silk Road Tour Operators Forum* as permanent features at ITB Berlin. These initiatives, supported by the Silk Road branding of two pavilions and the showcasing of Silk Road destinations at the ITB Cinema, have greatly contributed to the awareness of the Silk Road brand at one of the world's largest tourism trade fair (2011-2013).
- II. Successfully implemented interactive, consumer-friendly events and activities at WTM London and FITUR Madrid fairs on an annual basis (2010-2013). In cooperation with WTM London, UNWTO organized the *Silk Road Bloggers Challenge*, a Silk Road travel-blog competition designed to engage expert bloggers and increase the presence of the Silk Road on social media networks. In 2012, Armenia participated by offering the prize for 2 winning bloggers to blog across Armenia. The Silk Road is now a special feature at the *WTM Speed Networking event* which attracts around 500 exhibitors and 200 buyers annually. At FITUR Madrid, UNWTO, in cooperation with FITUR and Minube, has been pioneering an interactive event designed to attract the consumers' interests in meeting Silk Road exhibitors at their stands. *The Travelers' Gymkhana – Silk Road Edition* has now been held twice, with around 500 consumers competing in a treasure hunt across FITUR which has proven very successful in increasing visitation to the Silk Road stands.
- III. Highlighting the importance of food and culture one of the Silk Road's key assets, UNWTO organized *'The Flavors of the Silk Road: International Conference on Food, Culture and Tourism'* in Baku, Azerbaijan in September 2012. The event was jointly organized by UNWTO, the Ministry of Culture and Tourism of the Republic of Azerbaijan and the Azerbaijan Tourism Association in Baku and attracted XXX

Enhanced communication and promotional activities so as to advance a global communications and marketing strategy for the Silk Road:

- IV. Establishment of the UNWTO Silk Road Programme website ([silkroad.unwto.org](http://silkroad.unwto.org)); social media presence and campaigns on LinkedIn, Twitter, Flickr and Vimeo; the screening of an official Silk Road promotional video clip, a project jointly developed by UNWTO and the UNWTO Affiliate Member the Buzz Business in 2011, at all major Silk Road International Conferences and Events; and conduction of

an in-depth analysis of the Silk Road brand through a comprehensive analysis of 300,000 blogs, chatrooms and forums.

- V. UNWTO, in collaboration with Pilot Productions, coordinated two special episodes filmed along the Silk Road as part of the adventure travel television show 'Globetrekker's Round the World 20<sup>th</sup> Anniversary Special'. Celebrity presenters Megan McCormick and Holly Morris took viewers on a journey along the Silk Road from Xi'an to Istanbul passing through Central Asia. This series created significant publicity for the Silk Road, as Globe Trekker is the world's most watched travel programme with an audience of 30 million viewers in 40 countries. This project was kindly supported by the Ministries of Tourism of China, Azerbaijan, Georgia, Kyrgyzstan, Turkmenistan, Uzbekistan and Turkey.

- **Capacity Building and Destination Management:**

The UNWTO Silk Road Task Force plays a defining role in providing input into the strategy development for the Silk Road Action Plan, sharing best practices and fostering communication and collaboration between Member States. The Task Force meets on an annual basis

- I. In collaboration with WTM London, UNWTO hosted two annual Silk Road Task Force meetings at the travel trade fair in 2011 and 2012, addressing key issues and providing an update to country representatives.
- II. The Ministry of Culture and Tourism of the Republic of Azerbaijan generously hosted the 3<sup>rd</sup> UNWTO *Silk Road Task Force Meeting* in Baku on 22-23 April 2013, where significant progress was made in defining priorities for the next Silk Road Action Plan 2014/2015.
- III. On 1-3 August 2013, Dunhuang (Gansu, China) hosted the 6<sup>th</sup> UNWTO *International Meeting on Silk Road Tourism*, an event jointly organized by UNWTO, China National Tourism Administration (CNTA) and Gansu Province of China. Being the biggest Silk Road event ever held in China, the meeting brought senior officials and experts in the fields of tourism, investment and heritage management together to discuss the outlook for tourism development along the Silk Road.

New alliances and partnerships have been formed with key UN Agencies (UNESCO, UNCTAD and UNDP) and other relevant public and private stakeholders:

- IV. UNWTO, in collaboration with UNESCO and partly funded by the UNESCO Netherlands Funds-in-Trust, is developing a *Silk Roads Heritage Corridors Tourism Strategy*. The project will work on developing a draft common tourism strategy for the Silk Roads Heritage Corridor in Central Asia and China, looking at the overall visitor management and tourism planning of heritage routes by providing policy guidance and strategies for site presentation and promotion based on best practice. The first workshop is due to be held in Almaty, Kazakhstan in October 2013, supported by Ministry of Industry and New Technologies of the Republic of Kazakhstan and will bring together
- V. In collaboration with the École hôtelière de Lausanne (EHL), one of the world's leading hospitality management schools, UNWTO launched the 2012 *EHL/UNWTO Silk Road Strategy Challenge*, which saw over 200 graduating EHL students devise tourism strategies on marketing and promotion and capacity building & destination management for ten participating Silk Road countries. The students worked in groups to come up with the most innovative and effective strategies, and the winning team is scheduled to visit the Altai Krai region of Russia to work with local tourism authorities and private sector stakeholders to devise a hospitality management strategy for the region. A summary of the best strategies was compiled in an official joint report *Maximising the Potential of the Silk Road: A Strategic Approach to Tourism in 10 Destinations* which was distributed to Member States and is downloadable from the UNWTO website.
- VI. A new partnership has been established between UNWTO, the Cultural Routes of Europe and the Council of Europe Venice Office to develop a pilot maritime tourism initiative along the Venetian routes

of the Silk Road. It will support the transnational thematic tourism product and enhance competitiveness and sustainability along the Silk Road.

- VII. UNWTO strives to engage with specialized international agencies on its projects and has worked with FAO, UNCTAD, the World Bank, UNDPI, UNEP, UNDP on various projects and conferences.

- **Travel Facilitation**

Travel facilitation issues, particularly visa processes and border control procedures, have been addressed at relevant Silk Road meetings, events and conferences:

- I. Travel facilitation issues have been a key priority addressed at relevant Silk Road meetings, including the Ministers' Summit at ITB Berlin and the annual Silk Road Task Force Meetings, allowing attending countries to present and discuss their strategies in relation to visa facilitation and cross-border procedures.
- II. UNWTO is collaborating with relevant stakeholders (airlines, tour-operators, etc.) in order to promote strategies and best-practices along the Silk Road.

- **UNWTO Silk Road Action Plan**

Building upon reached in numerous fields, the UNWTO Silk Road Programme is currently working on the development of the next Silk Road Action Plan, which will contain a detailed description of the priorities, strategies and projects planned for the period of 2014/2015.

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## Annex VI. Setting up Observatories of Sustainable Tourism under the auspices of UNWTO

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### I. Introduction

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1. UNWTO has been promoting the use of sustainable tourism indicators since the early 1990s, as essential instruments for policymaking, planning and management processes at destinations. In 2004, the UNWTO published *Indicators of Sustainable Development for Tourism Destinations: A Guidebook*, the most comprehensive resource on this topic.
2. Based on this handbook, UNWTO organized a series of 15 regional and national workshops on sustainable tourism indicators to train tourism officials and professionals on their application, using a demonstration technique and participatory approach at pilot destinations.
3. The present document is to inform the Executive Council about the **summary of progress achieved** (Part II) in the establishment of observatories using the above-mentioned indicators and to present the recommended steps for the establishment of an observatory (Part III).

### II. Global Observatory of Sustainable Tourism (GOST): summary of progress achieved

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4. GOST is an initiative, launched by UNWTO in 2004, addressed to policymakers, planners and tourism managers in order to strengthen institutional capacities for information management and monitoring in support of decision and policymaking. More specifically it intends to facilitate the establishment of a network of observatories, through the use of a systematic application of monitoring, evaluation (sustainable tourism indicators) and information management techniques, as key tools for the formulation and implementation of sustainable tourism policies, strategies, plans and management processes.
5. In 2006, Yangshuo (Guilin, China) was established as a pilot destination to set up collectively with local stakeholders a monitoring system, called Sustainable Tourism Observatory. Since then, five other observatories were launched, four in China and one in Greece, bringing to six the number of operating observatories. In addition, a letter of intent has been signed in April 2013 for the opening of an observatory in Honduras.
6. A collaboration agreement was signed in September 2010 between UNWTO and Sun Yat-Sen University in Guangzhou, for the establishment of a Monitoring Centre for Sustainable Tourism Observatories in China, with possible extension of its scope to all Asia, and one in February 2013 with the University of the Aegean, initially for the Aegean Islands, with possible extension to other destinations in Greece.

### III. Steps to establish an observatory

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7. Based on the experience outlined above, we could conclude that in order to operationalize an Observatory System, the following stages are recommended:
  - **An application** for the establishment of the observatory has to be submitted by the authorities of the destination and endorsed by the tourism national authorities.
  - **A preliminary study** on key sustainability issues, current monitoring processes, data availability, sources, gaps and needs, etc.

- **A stakeholder workshop**, in order to reconfirm/validate the findings of the detailed study and agree on the implementation plan.
- **A cooperation agreement** between UNWTO, the National Tourism Authority and an academic/scientific institution (hosting the Monitoring Center) at the destination which has the technical and human resources capacity to carry out regular monitoring reports, based on the UNWTO methodology.
- **Additional agreements may be signed between the institution hosting the Monitoring Center and other institutions providing financial or technical support to its activities.**
- **Continuous monitoring site program**, in order to develop data management system and build information management capacity.
- **Recommendations for corrective actions** to relevant stakeholders to address weaknesses and limitations found.

8. The official name of the observatory will be “Observatory on sustainable tourism under the auspices of the World Tourism Organization (UNWTO)”. This new denomination will complement the Guidelines on the use of the signs by bodies other than UNWTO Secretariat approved by the last session of the General Assembly [resolution 601 (XIX)]. Observatories will follow the same procedure for the request and use of UNWTO signs under UNWTO conditions as any other external entity<sup>1</sup>.

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<sup>1</sup> Entities with agreement already signed with UNWTO before the establishment of the policy will temporarily follow their current denomination, until the agreement is renewed.

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**Annex VII. Activities of the UNWTO Project Office on Tourism and Biodiversity**


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**Country: Indonesia**

**Project Title: "Sustainable Tourism through Energy Efficiency with Adaptation and Mitigation Measures in Pangandaran (STREAM)"**

**Duration: 1 January 2011 – 31 October 2013 (extension being considered to achieve further outputs)**

**Objectives:** To adopt and implement an approach to low carbon tourism development in Pangandaran by showcasing effective climate change mitigation and adaptation measures. The STREAM serves as a lighthouse project to demonstrate the importance of holistic thinking and planning in the context of climate change and tourism, including the implementation of energy efficiency and renewable energy measures in tourism facilities as one of the major mitigation initiatives and the restoration of coastal ecosystem, such as mangroves and coral reefs, as carbon sinks to enhance the adaptive capacity in Pangandaran. The best practices generated will be adapted to other destinations by the Ministry of Tourism and Creative Economy (MTCE) of Indonesia.

**Results achieved at 31/12/2012:**

- The Green Energy Concept feasibility study was carried out and potential identified for linking picohydro, biomass, and solar energy to tourism. This study serves as the foundation for implementing the pilot investments in renewable energies.
- Energy audits were conducted in 3 hotels and action plans formulated. In collaboration with the Hotel and Restaurant Association of Pangandaran, additional 19 hotels and restaurants were selected and audited on their energy consumption.
- Capacity building activities for 59 local stakeholders were conducted in March 2012. The courses followed the Train the Trainers approach and benefited participants from Pangandaran and Ciamis district as well as from 6 other Destination Management Organizations (DMO) selected by the MTCE with a view to outreach to further destinations on the issues of climate change in the tourism sector.
- A Letter of Agreement was signed with Babakan tourism village government and the DMO Committee, declaring the mangrove planting site as a green belt area. A MoU was also signed with the conservation bureau of the Ministry of Forestry for the protection of the coral reef.
- Pilot climate change adaptation activities were also implemented consisting on the reforestation of 25,000 mangroves. Moreover, 10,000 mangroves were seeded with the aim to replant the seeds of mangrove that have adapted to the local conditions. More than 1,770 people are involved as mangrove "planters", while 451 school children from 33 local schools are involved as mangrove ambassadors. Supporting facilities for the mangrove area were constructed such as the mangrove learning centre (serves as an information centre, events and resting point for planters, tourist and local communities), a mangrove nursery area, and toilets. Surveys, discussions and meetings took place for the development of a Mangrove Adoption Tour.

**New developments for 2013:**

- The Energy and Climate Management System Guidebook for hotel managers and owners will provide practical information to hotels on energy management and energy saving measures. A Software Visualization Tool for local communities on low carbon planning in the tourism sector (LoCaP) will be released both English and Bahasa.
- Energy audits of 17 hotels and 2 energy audits of restaurants were carried out as part of the process of selecting the pilot investment projects. Tendering process with technology suppliers will take place on the selected technologies for the hotels and restaurants.
- A green energy tourism package will be created as a new attraction of Pangandaran. This includes the involvement of local community as well as setting up institutional structures, to showcase, educate, create awareness and develop a new attraction for both local communities and tourists on the opportunities of renewable energy in a tourism destination.

**Country: Georgia**

**Project Title: "Support for Georgia in the Field of Protected Area Development"**

**Duration: 1 March 2012 – 28 February 2014**

**Objectives:** The aim of the project is to support the national nature protection and tourism authorities by the implementation of progressive strategies and regulations for protected area management and sustainable tourism development. It includes the following specific objectives:

1. Establishment of a network of ecosystem-based tourism products
2. Increase of the capacities of local people, park staff and tourism stakeholders for the development and operation of biodiversity-based tourism products
3. Development and implementation of marketing strategies for each conservation area for specific target groups

**Results achieved at 31/12/2012:**

- A consortium of partners for the implementation of the project was established involving the Georgian National Tourism Administration (GNTA), the Agency of Protected Areas of Georgia (APA), the Georgian Tourism Association (GTA) and the Centre for Biodiversity Conservation and Research (NACRES) and UNWTO.
- In consultation with partners, a set of criteria for the selection of protected areas was completed and the following areas selected for project implementation: National Park (Mountain ecosystem), National Park (Semi-arid/Freshwater ecosystems), National Park (Freshwater ecosystem), and Mtirala National Park (Mountain ecosystem).
- A methodology for the Rapid Assessment of Protected Areas was developed and implemented to identify the potential for biodiversity-based tourism products in the selected areas.
- A Detailed Site Assessment guiding paper for the development of biodiversity-based tourism products was also formulated.

**New developments for 2013:**

- The final selection of products in the four protected areas involved was validated with stakeholders. It comprises two nature interpretation trails (Machi castle trail and Shavi Klde lake trail) in Lagodekhi; eco – paddling tours and cultural experiences based on the Colchis tradition in Kolkheti; a zip line and canyoning in Mtirala; and a geo- trail and biodiversity expeditions in Vashlovani.
- Moreover, it was also decided to include Tbilisi National Park as an additional participating protected area, where mountain biking trail networks will be developed.

**Regional Project:**

**Project Title: Training on Tourism and Biodiversity: Understanding Tourism Trends and Biodiversity Conservation for Innovative Products and Marketing**

**Duration: 1 March 2012 – 31 July 2013**

**Objectives:** The Training project aims at building capacities of governmental staff of specialized agencies from developing countries on tourism and biodiversity. The various government agencies will be brought closer together by creating a knowledge sharing and an exchange of roles and responsibilities, driven by means of current political processes. Only through mutual understanding and reconciliation processes in this complex field of environmental policy, a focused and successful work is possible. In order to reach these aims, UNWTO will collaborate with two Biosphere Reserves in Germany to ensure lessons learned and practical examples on best cases of sustainable tourism development and management will be ensured.

The specific objectives of the project are:

- I. Application and review of the previous lessons learned and best practices
- II. Increase of capacity and knowledge transfer at and among governmental staff from less developed countries
- III. Dissemination of training course results to UNWTO members

**Results achieved at 31/12/2012:**

- A comprehensive two-week training programme was developed in collaboration with experts covering six key areas related to tourism and biodiversity, including Biodiversity Concepts and Methods, Marketing and Communication and Biodiversity Tourism Product Development and Management.

- The course took place in October-November 2012 at the UNESCO Rhön Biosphere Reserve in Germany and combined interactive presentations from leading experts from the private sector, academia and NGOs, with knowledge exchange and excursions to different sites around the Reserve.
- Twenty tourism officials and representatives from environmental NGOs from 19 different countries (Albania, Argentina, Austria, Bhutan, Brazil, Egypt, Georgia, Haiti, Kuwait, Latvia, Lesotho, Madagascar, Myanmar, Nigeria, Poland, Sierra Leone, South Africa, The Gambia, and Uganda) participated and 94 % of them successfully evaluated both the technical aspects of the course as well as its uniqueness as a platform for the exchange of experiences among tourism and conservation professionals.

#### **New developments for 2013:**

- After incorporating some of the participants' suggestions in the training programme, a replica of the previous training course was organized in the Wadden Sea Biosphere Reserve in Germany. In addition to the topics mentioned above, specific elements related to coastal tourism were incorporated.
- The call for applications for this session was very successful. Thirty one participants from 26 countries (Albania, Bhutan, Bulgaria, Cambodia, China, Costa Rica, Croatia, Ghana, Greece, Indonesia, Jamaica, Jordan, Lao, Mexico, Montenegro, Namibia, Nigeria, Oman, Republic of Korea, Romania, Spain, Sri Lanka, Swaziland, The Philippines, Turkey, and Yemen) attended representing the public sector and civil society. The participants expressed great satisfaction with the design and content of the course. **The relatively remote location helped create** a great sense of community and engagement among them, which contributed to the success. The overall sentiment was that the training had provided them with invaluable insights into the relationship between tourism and biodiversity protection and a great deal of inspiration to start applying their newfound knowledge in their home countries.

#### **Regional Project: Selection of participating countries in process**

##### **Project Title: Sustainable Tourism Along Migratory Bird Flyways**

**Duration: 1 June 2012 – 28 February 2014 (Preliminary Phase)**

**Objectives:** The project aims to showcase sustainable tourism as a key factor to promote the resilient development of selected destinations along four flyways: East Atlantic, West Asian East African, Central Asian, East Asian Australasian. Innovative tourism products will be developed in eight locations placing emphasis on the recreational function of the ecosystems upon which migratory species of birds rely. Through the active involvement and participation of the local population, economic pressure will be reduced and a balanced sustainable use of the land achieved. The intervention will contribute to the broader goals of sustainable development of the Convention on Biological Diversity (CBD) and related Multilateral Environmental Agreements.

#### **Results achieved at 31/12/2012:**

- A consortium of partners for the implementation of the project was established involving the CBD Secretariat, the Convention on Migratory Species (CMS), the RAMSAR Convention Secretariat, Wetlands International, Birdlife International, the International Union for the Conservation of Nature (IUCN) and UNWTO.
- Discussions on the potential sites to be selected and the future development of a full size proposal for the implementation of the main phase of the project were initiated with partners.

#### **New developments for 2013:**

- A criteria matrix to facilitate the selection of project sites and a methodology for the assessment of the selected sites has been developed. Both documents will be shared with the partners and validated during the Steering Committee Meeting in July 2013.
- The assessment of the various sites will take place and a full size proposal formulated.

## **Annex VIII. Themis Programme**

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As an executive body of UNWTO, the UNWTO.Themis Foundation supports Member States in devising and implementing education and training policies, plans and tools. Based in Andorra and governed by a Board of Trustees made up of UNWTO and Government of Andorra representatives, the Foundation assists Member States in fully harnessing their employment potential in the tourism sector, and by doing so, increasing the country's competitiveness and welfare.

### **UNWTO.Capacity**

The UNWTO.Capacity programme provides interactive education, training and capacity building initiatives in order to strengthen and develop the competencies of tourism experts. Courses are delivered either on-site, online or through a combination of both and are tailor-made to the needs of the target audience. In 2012, courses, seminars and workshops were provided in Andorra, Argentina, Chile, Lithuania, Mexico, Qatar, Saudi Arabia and Spain to over 300 participants from across the globe.

The sessions were facilitated by UNWTO international experts from partner organizations and education institutions which offer UNWTO.TedQual certified programmes. During 2012, UNWTO.Themis counted on the collaboration of a number of partners, including the Global Sustainable Tourism Council (GSTC), the International Union for Conservation of Nature (IUCN), the Adventure Travel Trade Association (ATTA) and the Euro-Arab Institute for Education and Training Foundation (INSTEA).

### **UNWTO.TedQual**

The UNWTO.TedQual programme provides certification for tourism educational programmes across the world in order to encourage the highest standards.

In 2012, UNWTO.TedQual Network focussed its work on supporting the implementation of the UNWTO Global Code of Ethics for Tourism to tourism education, on improving the internationalization of students, and on promoting a better interaction and collaboration between UNWTO.TedQual Institutions and UNWTO Member States.

The Network obtained a position of Permanent Member in the World Committee on Tourism Ethics and started work in this domain by developing a plan for giving education and training support to human resources in destinations that host a UNESCO Site.

Throughout the year, the UNWTO.TedQual programme awarded scholarships to professionals from the National Tourism Administrations of Algeria and Mozambique to study a post graduate tourism programme; provided internship opportunities to two students from Mexico and China at the UNWTO.Themis Foundation; and awarded three scholarships for the UNWTO University Course: Tourism and International Cooperation for Development.

Additionally, work began with the National Tourism Administration of Chile to create a Human Capital Table for the tourism sector, using the UNWTO.TedQual methodology as a reference. UNWTO.TedQual Institutions shared experiences of their National Tourism Education Systems with the National Tourism Administration and Higher Tourism Educational Institutions of Chile.

### **UNWTO.Volunteers**

The UNWTO.Volunteers programme trains young professionals in tourism as a tool for poverty alleviation and development, equipping them with practical tools and skills.

Through the university course, Tourism and International Cooperation for Development, university graduates and young professionals receive training in tourism to enable them to form part of highly qualified teams of volunteers who work on international UNWTO projects or those of other UN agencies.

The UNWTO.Volunteers Corps – a selection of those graduated from the university course - supports national, regional and local administrations of Member States by providing developing countries with high calibre specialists where gaps in local expertise exist. It is composed of more than 160 young professionals from around the world who as well as having received training through the university course, also have professional backgrounds in disciplines ranging from business administration to anthropology, marketing and finance.