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REPORT ON THE IMPLEMENTATION OF THE GENERAL PROGRAMME
OF WORK FOR 2006-2007 AND ON ITS EVALUATION

Note by the Secretary-General

The following document contains an interim report on the implementation and evaluation of the Organization’s general programme of work for 2006-2007 and a mid-term evaluation of achievements regarding the strategic objectives established in Agenda 2010.
REPORT ON THE IMPLEMENTATION OF THE GENERAL PROGRAMME
OF WORK FOR 2006-2007 AND ON ITS EVALUATION

Interim Report and Evaluation

1. According to the decision adopted by the Executive Council at its 79th meeting (see below), the full assessment of all activities undertaken in the biennium 2006-2007 has to be conducted at the end of 2007.

2. The Executive Council decision states:

(CE/79/DEC) "(the Executive Council) agrees that a comprehensive evaluation of 2006-2007 activities would be helpful in order to assess the results obtained from the programme with respect to the medium-term objectives set by the General Assembly; and, requests the Secretary-General to prepare a report on this subject and to submit it to the Council after prior examination, in the second half of 2007, by the Programme Committee."

3. Furthermore, the United Nations Chief Executives Board (CEB) is currently conducting a survey among all agencies, the results of which will lead to the establishment of a common Results-Based Management (RBM) system across the entire UN system. UNWTO is contributing to this endeavour, which is expected to be completed by the end of 2007. As a UN specialised agency, the Organization will have to adapt its performance evaluation procedures to the RBM system that is being devised by the CEB.

4. For the purposes of evaluating results, the Regional Representatives and the Heads of Departments at UNWTO have been instructed to collect information from Member States regarding their assessment of the activities undertaken by the Secretariat in each region or programme area, respectively. In addition, a comprehensive survey is being carried out with all Member States in the second half of 2007 in order to collect and/or update information on the level of achievement, in each country, regarding: a) the activities undertaken by the UNWTO Secretariat during 2006/2007; and b) the objectives established in the Agenda 2010 approved by the General Assembly in Dakar (December 2005).

5. On the basis of the replies received to these consultations, plus other evaluation instruments being applied within the Secretariat according to the recommendations of the Programme Committee, a comprehensive evaluation of the implementation of the Programme of Work 2006-2007 will be undertaken later in the year by the Direction for Programme and Coordination, unit created by the Secretary General in March 2007. The results of this evaluation, to be submitted first to the next session of the Programme Committee, will be presented during the 17th General Assembly as an addendum to this document.
6. An initial, but necessarily partial evaluation of the activities undertaken in order to reach the objectives of the Agenda 2010 indicates a steady progress in its execution (see Annex 1). The work undertaken in 2006 and part of 2007 (Jan-May) is reported in Annex 2. Additional, not previously planned activities have also been undertaken by some units to respond to some unexpected events, new issues or fresh requests by some Member States.

7. In future programmes of work, the Secretariat would like to propose to conduct this evaluation only when the biennium has been totally completed and not half way through it. In this way, the information resulting from the assessment would be exhaustive and fully comparable from one biennium to another.
ANNEX 1

EVALUATION OF ACHIEVEMENTS OF STRATEGIC OBJECTIVES
ESTABLISHED IN AGENDA 2010

(as of May 2007)

A. STATISTICS AND ECONOMIC MEASUREMENT OF TOURISM

A.1 Strategic objective

1. To support the measurement and analysis of tourism consumption and ensure that it is based on a sufficient number of credible data on tourism activities of visitors and on the industries that produce the goods and services required by these activities.

A.2 Expected results and performance indicators

   \textit{DATA NOT YET AVAILABLE}

3. Two-thirds of the countries of the world regularly providing UNWTO Compendium statistical data.
   \textit{208 COUNTRIES (EDITION 2001-2005)}

4. One-third of member countries developing a tourism satellite account compliant with UNWTO/United Nations standards.
   \textit{DATA NOT YET AVAILABLE. TO BE ESTIMATED THROUGH THE CAPACITY-BUILDING PROGRAMME AND THE METADATA PROJECT (2009)}

5. One-third of member countries publishing significant data on employment in tourism, within the framework of UNWTO/ILO cooperation.
   \textit{DATA NOT YET AVAILABLE}

6. One-third of member countries engaged in improving knowledge of the "travel" item of the balance of payments, within the framework of UNWTO/IMF cooperation.
   \textit{DATA NOT YET AVAILABLE}

B. MARKET INTELLIGENCE AND PROMOTION

B.1 Strategic objective

1. To strengthen UNWTO's role as a qualified world reference for knowledge of tourism markets and of marketing and promotion techniques, as well as the effectiveness of the Organization's capacity building activities in this area.
B.2 Expected results and performance indicators

2. Increasing the number of experts on the panel of the market intelligence surveys for the Barometer from 240 to 400, and significantly diversifying its composition.

**APRIL 2007, CURRENT NUMBER OF EXPERTS: 270**

3. Publication of a high-quality "Vision 2025", for the world and by region.

**PUBLICATION OF THE TOURISM 2030 VISION: IN PREPARATION**

4. Publication of 4 in-depth market studies on the following areas: sun and beach, rural tourism, senior tourism and theme parks.

**STAND-BY**

5. Publication of 5 new studies on the markets of 5 major generating countries.

**CHINA (TO BE RELEASED END MAY 2007), RUSSIA (TO BE RELEASED SECOND HALF 2007), INDIA (TO BE COMMISSIONED)**

6. Maintaining regular contact with all the national tourism offices or administrations that carry out marketing or promotion activities.

- **REGIONAL SEMINAR ON TOURISM MARKETING PLANNING/EVALUATION OF PROMOTIONAL ACTIVITIES (APRIL 06) - SEYCHELLES**
- **DATA ELABORATION AND ANALYSIS (MAY 06) – CAMBODIA, VIETNAM AND LAOS**
- **EVALUATION OF NTO MARKETING ACTIVITIES, IN COLLABORATION WITH REG.REP FOR ASIA (SEP. 06) MALAYSIA**
- **REGIONAL SEMINAR(S) ON YOUTH, STUDENT AND EDUCATIONAL TOURISM (PENDING, 2007)**
- **SEMINAR/WORKSHOPS ON THE EVALUATION OF NTO MARKETING ACTIVITIES IN THE CARIBBEAN – (JAMAICA, JULY 2007)**

7. Development of a rapid-assistance capability in crisis situations, in the areas of marketing, promotion and communication.

**CREATION OF A NEW DEPARTMENT ON RISK AND CRISIS MANAGEMENT**

C. SUSTAINABLE DEVELOPMENT

C.1 Strategic objectives

1. To contribute to the achievement of economically, environmentally and socially sustainable forms of tourism by supporting the development and implementation of appropriate policies, plans and management processes at the national and local levels and to device and implement innovative sustainable tourism development policies, strategies and projects that contribute to the reduction of poverty in least developed countries and small island developing states, in pursuit of the United Nations Millennium Development Goals.
C.2 Expected results and performance indicators

2. Creation of a sustainable development strategy for tourism by at least half of the member countries. 
   TO BE EVALUATED THROUGH THE SURVEY ON AGENDA 2010, TO BE CONDUCTED DURING THE SECOND HALF OF 2007.

3. Establishment of systems of indicators measuring the sustainability of tourism development projects by half the countries of the OECD zone.
   TO BE EVALUATED THROUGH THE SURVEY ON AGENDA 2010, TO BE CONDUCTED DURING THE SECOND HALF OF 2007.

4. Inclusion of tourism in poverty reduction strategies by two-thirds of developing countries.
   DATA NOT YET AVAILABLE

5. Development of ST-EP methodologies in the areas of rural tourism, ecotourism, cultural and sports tourism, and the development of small islands.
   DATA NOT YET AVAILABLE

D. ETHICAL AND SOCIAL DIMENSIONS OF TOURISM

D.1 Strategic objective

1. To promote universal principles and norms which are based on ethical values that are common to humanity, with a view to fostering the responsible and equitable development of tourism worldwide.

D.2 Expected results and performance indicators

2. Incorporation into laws and regulations of all or part of the Global Code of Ethics by half of the Members of UNWTO.
   71 MEMBERS IN MAY 2007

3. Integration of the principles of social responsibility by half the Affiliate Members in their business or organizational strategies.
   DATA NOT YET AVAILABLE

4. 30 cases of disputes having been submitted to the conciliation process under the aegis of the World Committee on Tourism Ethics.
   5 CASES FOR CONSULTATION, 0 FOR CONCILIATION

5. Increasing the number of countries having implemented a programme to fight against the sexual exploitation of children in tourism from 12 to 50.
   27 COUNTRIES IN APRIL 2007
E. IMPROVING COMPETITIVENESS

E.1 Strategic objective

1. To assist Members in devising and implementing policies, strategies, measures and voluntary standards that determine the competitiveness of tourism destinations, products and services in the global market place.

E.2 Expected results and performance indicators

2. Two-thirds of UNWTO Members having proposed commitments for the liberalization of trade in tourism services in the framework of the Doha round. 
   
   40 MEMBER STATES HAVE PRESENTED REQUESTS FROM OTHER WTO/OMC MEMBERS.

3. Implementation of a SAFE (Safety and Facilitation Enhancement) programme by half the Members.
   
   a. 60 MEMBER STATES IN THE SAFETY AND SECURITY NETWORK
   b. 93 IN THE EMERGENCY RESPONSE NETWORK

4. The top ten generating countries having made their "travel advisory" systems compatible with the recommendations of the Global Code of Ethics for Tourism.
   
   DATA NOT AVAILABLE. OBJECTIVE SHOULD BE MODIFIED AND TAKE INTO ACCOUNT THE "GUIDELINES ON TRAVEL ADVISORY" APPROVED BY THE GENERAL ASSEMBLY IN DAKAR

5. Implementation of a voluntary system of classification of accommodations with a small number of universally accepted standards and regional adaptation of such standards.
   
   PUBLICATION OF A METHODOLOGICAL GUIDE, 3RD SEMESTER 2007

6. Establishment of effective UNWTO/WHO cooperation regarding health risks that could affect tourism travel.
   
   OPERATIONAL FRAMEWORK HAS BEEN ESTABLISHED (SEE POINT 3) AND IS CONSISTENT WITH THE INTERNATIONAL HEALTH REGULATIONS, WHICH WILL SOON COME INTO FORCE.

F. EDUCATION, TRAINING AND KNOWLEDGE MANAGEMENT

F.1 Strategic objective

1. To provide leadership, initiative and coordination in developing quality tourism education, training and research, as well as in the application of knowledge at national and local levels.
F.2 Expected results and performance indicators

2. Increasing the number of Tedqual-certified higher-education and research establishments from 39 to 70.
   **48 IN APRIL 2007 (CORRESPONDING TO 80 PROGRAMMES)**

3. Making available to destinations an Sbest methodology (certification of the human resources and service component of destination management organizations) that makes competitiveness compatible with sustainability, accompanied by a certification process.
   **7 GOVERNANCE INSTITUTIONS CERTIFIED. OBJECTIVE FOR 2010 WOULD BE BETWEEN 15 AND 20.**

4. Increasing the number of national tourism administration officials having participated in the UNWTO Practicum from 360 to 500.
   **450 OFFICIALS HAVE PARTICIPATED (APRIL 2007)**

5. Increasing the number of members of the Education Council from 25 to 55.
   **28 MEMBERS (APRIL 2007)**

G. E-TOURISM DEVELOPMENT

G.1 Strategic objective

1. To assist Members in harnessing the potential of information and communication technologies and in developing viable, competitive and sustainable e-business solutions for tourism.

G.2 Expected results and performance indicators

2. Establishment of effective cooperation with international and national professional organizations to encourage the use of information and communication technologies in SMEs.
   **A PPP WAS SIGNED WITH MICROSOFT SIGNED IN JULY 2006, SUPPORTED BY FURTHER MOUs SIGNED BY MICROSOFT PARTNERS, INCLUDING WISEKEY AND INDUSA.**

3. Establishment of a set of tools that promote the use of the Internet and other technologies by destinations.
   **DESTINATION WEB WATCH SCHEME HAS BEEN LAUNCHED IN DAKAR AND IS OPERATIONAL**
H. TECHNICAL COOPERATION

H.1 Strategic objective

1. To meet the specific needs and requirements of developing countries and regions and support them in building up a competitive and sustainable tourism sector and to ensure that they fully benefit from the transfer of technology resulting from the Organization’s development assistance activities, in pursuit of the United Nations Millennium Development Goals.

H.2 Expected results and performance indicators

2. Having carried out at least three major development projects in each of the regions with the involvement of the national tourism administrations.

AFRICA:


ASIA AND THE PACIFIC:

1. BHUTAN: FORMULATION OF A SUSTAINABLE TOURISM LEGISLATION (2005)
2. TIMOR-LESTE: SUSTAINABLE TOURISM DEVELOPMENT AND INSTITUTIONAL STRENGTHENING

MIDDLE EAST:

1. FORMULATION OF A NATIONAL TOURISM MASTER PLAN IN KUWAIT (2005)

3. Ensuring that the least developed countries that are members of UNWTO have been recipients of STEP initiative actions at least once, and having undertaken at least 200 projects with STEP assistance.

20 LDCS HAVE BEEN RECIPIENTS OF ST-EP INITIATIVE ACTIONS: BENIN, BURKINA FASO, CAMBODIA, CAPE VERDE, CHAD, ETHIOPIA, GAMBIA, GUINEA, GUINEA BISSAU, LAO PDR, MADAGASCAR, MALI, MAURITANIA, NEPAL, NIGER, RWANDA, SENEGAL, SIERRA LEONE, TANZANIA, AND UGANDA.

44 ST-EP PROJECTS ARE UNDER IMPLEMENTATION IN 26 COUNTRIES AND 2 SUB-REGIONS

4. Cooperation agreements in force with the European Union, the World Bank and the IFC, major regional financial institutions, and certain bilateral agencies, with a view to diversifying the sources of financing of technical cooperation.

- MOUs SIGNED WITH: SNV (THE NETHERLANDS), DGCID (FRANCE) AND GTZ (GERMANY)
- COOPERATION AGREEMENTS: SNV (2 MILLION EUROS), ITALIAN GOVERNMENT (1 MILLION EUROS) AND DGCID (ONE OFFICER AT UNWTO’S DISPOSAL FOR ST-EP ACTIVITIES)
I. **ACTIVITIES OF THE AFFILIATE MEMBERS**

I.1 **Strategic objective**

1. To promote public-private sector cooperation and partnerships for the sustainability and competitiveness of tourism, to contribute to the development and dissemination of knowledge thereon, to provide strategic guidance in destination management and marketing and to develop networks and business opportunities within the Organization's membership.

I.2 **Expected results and performance indicators**

2. Increasing the number of Affiliate Members from 300 to 500.

330 AFFILIATE MEMBERS (APRIL 2007)

3. Holding one "Leadership Forum" every year.

FORA HELD IN 2006, AND TO BE HELD IN 2008 AND 2010

4. Creation of the Destination Council

DESTINATION COUNCIL ESTABLISHED IN BERLIN, 9 MARCH 2007

J. **COMMUNICATIONS, PUBLICATIONS AND DOCUMENTATION RESOURCES**

J.1 **Strategic objective**

1. To strengthen UNWTO's role as a worldwide clearing house for information and research on tourism and raise awareness on the significance of tourism and its economic, social and environmental impacts.

J.2 **Expected results and performance indicators**

2. Increasing the number of visits to the UNWTO Website from two million to ten million per year.

2.1 MILLION IN 2006

3. One-third of Members involved in campaigns to raise awareness regarding the importance of tourism.

DATA NOT YET AVAILABLE

4. One-third of UNWTO publications translated into at least two of the following three languages: Russian, Arabic or Portuguese.

- **RUSSIAN: 13 PUBLICATIONS**
- **ARABIC: 7 PUBLICATIONS**
- **PORTUGUESE: 3 PUBLICATIONS**
- **CHINESE: 2 PUBLICATIONS**
5. Use of our e-library by all UNWTO Members.

94 MEMBERS:
- AFRICA 15
- AMERICAS 19
- ASIA 20
- EUROPE 33
- MIDDLE EAST 7

6. Increasing the annual output of publications from 60 to 100.

40 PUBLICATIONS (WITH ISBN) IN 2006

7. Increasing the number of depository libraries of UNUNWTO publications from 50 to 100.

68 DEPOSITORY LIBRARIES (APRIL 2007)

8. Establishment of a tourism legislation information system by half of the Members of UNWTO.

65 NTAs/NTOs AND RELATED BODIES

9. Increasing the number of languages in which the UNWTO Multilingual Thesaurus is available from 4 to 12.

7 LANGUAGES AVAILABLE IN 2007 AND 3 UNDER CONSIDERATION

K. ADMINISTRATION, HUMAN RESOURCES, RELATIONS WITH THE UNITED NATIONS SYSTEM

K.1 Strategic objective

1. The main objective is to achieve truly worldwide coverage in terms of the Member States of the UNWTO. In addition to provide at all times the fullest possible administrative support for the Organization’s programme of work, assurance of a motivated, efficient and competent personnel and effective networking and coordination with other agencies, funds and programmes of the United Nations System.

K.2 Expected results and performance indicators

2. UNWTO membership of the following countries: United States of America, United Arab Emirates, Singapore, New Zealand, as well as at least three countries of Northern Europe.

3. One-third of UNWTO resources coming from sources other than the obligatory contributions of Members.

- 2005: 17.2%
- 2006: 17.6%

4. Stabilization of contribution arrears of Full and Associate Members.
5. Two-thirds of member countries receiving UNWTO documents regarding meetings and activities in electronic form.

   - **ON-LINE CALENDAR OF UNWTO EVENTS (WITH PREPARATORY DOCUMENTS)**
   
   - **IN 2006, AROUND 40% OF OFFICIAL ADDRESSES' EMAILS ARE NOT OPERATIONAL AND DO NOT RECEIVE ATTACHED DOCUMENTS**

6. Replacement of one-third of the UNWTO's managerial staff with new, experienced officials with general computer skills and knowledge of at least two working languages, with a view to geographic diversity.

7. Existence of an active network of agencies and institutions of the United Nations system that coordinates their activities in the area of tourism, under the aegis of ECOSOC and the Chief Executives Board.

   - **UNTEN UNDER CONSTRUCTION**
   
   - **UNWTO ACTIVELY PARTICIPATING IN ALL CEB MEETINGS AND ITS SUBSIDIARY BODIES, HLCP AND HLCM**
ANNEX 2

IMPLEMENTATION OF THE PROGRAMME OF WORK FOR 2006-2007


In this report, activities undertaken until May 2007 are summarized in a consolidated manner, using the objectives defined in the Programme of Work (PoW) 2006-2007 and are, therefore, based on the information provided by each department or regional representative within the Secretariat. Additional activities are also reported.

The report is structured around the following areas:

Section 1: Statistics and economic measurement
Section 2: Market intelligence and promotional techniques
Section 3: Sustainable development of tourism (SDT)
Section 4: Ethical and social dimensions of tourism
Section 5: Improving competitiveness: quality, investment, trade, health, safety and security
  1. Improving Competitiveness
  2. Risk and Crisis Management Section (Task Force Avian and Human Influenza)
Section 6: Education, training and knowledge management
Section 7: E-tourism development
Section 8: Regional activities, cooperation for development and poverty alleviation
  1. Regional activities
     a. Africa
     b. Americas
     c. Asia
     d. Europe
     e. Middle East
  2. Cooperation for development
Section 9: Activities for the Affiliate Members: Business Council, Education Council and Destination Council
  1. Business Council
  2. Education Council
  3. Destination Council
Section 10: Communications, publications and documentation resources
  1. Press and Communications
  2. Publications
  3. Documentation Resources and Archives

* For reasons of practicality and size of the present document, the detailed list of activities executed by the Secretariat can be found on the UNWTO website: www.unwto.org/conf/ga/en/pdf/a_17_4_ann2.pdf. This list will also be available to delegations wishing to consult it at the assembly in Cartagena de Indias.