REPORT OF THE CHAIRMAN OF THE AFFILIATE MEMBERS

Note by the Secretary-General

In the attached document the Chairman of the Affiliate Members reports on the activities carried out in the context of the programme of work for 2006-2007.
REPORT OF THE CHAIRMAN OF THE AFFILIATE MEMBERS

I. A NEW STRATEGY FOR THE AFFILIATE MEMBERS OF THE WORLD TOURISM ORGANIZATION

1. Since the 16th session of the General Assembly of the World Tourism Organization, held in Dakar, Senegal, 28 November – 2 December 2005, I have expressed in different occasions my intention to reinforce the impulse given to the Affiliate Members during this new phase under the three Councils, with the objective of strengthen the role of the Affiliate Members in the Organization by promoting a more active and integrated role in the objectives and actions of the different Sections of the Organization.

2. With the aim of moving forward through this new phase at a rapid pace, the new Executive Director, Carlos Romero, with my fully support and the support of all Board Members has designed a renewed strategy for the Affiliates for the period 2007-2010: “UNWTO Affiliate Members 2007-2010 Strategy: A new management leadership”.

3. During the last Affiliate Members Board Meeting held in Berlin on 8 March 2007, the Executive Director presented the new UNWTO Affiliate Members Strategic Plan. The new strategic guidelines were enthusiastically and unanimously adopted by all Board Members.

4. The Executive Director provided a renewed and common strategic orientations; he set out a Mission Statement, outlines strategic goals, defined concrete objectives and established priorities for the future management of the UNWTO Affiliate Members Secretariat.

5. The mission statement of the UNWTO Affiliate Member Secretariat would be: to be the worldwide platform for those seeking to shape the future of tourism in direct interaction with UNWTO, its Member States Governments and global civil society.

6. In the framework of such mission statement it would be possible to interact, through public-private partnerships, in the realm of the UNWTO Affiliate members and with UNWTO Member States, aiding to create and govern Tourism Policy Frameworks contributing to the United Nations objectives and other global strategic pursuits of contemporary world civilization such as peace, sustainable development and the growth of knowledge and culture.

7. The main four goals promoted by the UNWTO Affiliate Members Secretariat and its three Councils will be:
To support UNWTO strategies of global action, contributing to the United Nations objectives, such as the Millennium Development Goals (MDG's) and other strategic global pursuits of contemporary society;

To support UNWTO Members by adding value to their performance in carrying out their strategies, promoting networking among members and networking with UNWTO sections and country members;

To create and disseminate worldwide strategic intelligence among members, through the promotion of expertise and best practice among members and providing strategic guidance;

To promote public-private partnerships by creating and disseminating benchmarking examples of public-private partnerships and facilitating dialogue between the private sector and member states.

8. To achieve these goals, the Executive Director has identified different strategic objectives which will guide UNWTO Affiliate Members Secretariat management in the near future.

To strengthen the recognition, representativeness and innovative image of the UNWTO Affiliate Members in the worldwide tourism sector, by attracting not only the leaders of the world tourism industry (in terms of size, revenue, employment, recognition...), but also the most representative of each cluster, region and country, and by also attracting the innovators of the industry.

To continue developing an increasingly stronger working relationship with the Affiliates and improve external communication by improving the communication to members to update them on activities, raise the awareness of their benefits; and retain and recapture existing and former members.

To renew and improve the external image of the Affiliates by creating stronger, fresh visuals that attract new members and reinforce the brand and identity of the UNWTO Affiliates, and by producing a set of communications tools that would enable the AM to reposition themselves in term of perception, visibility and image, within and outside the organisation.

To establish sources of funding/revenue other than membership fees to provide sufficient funds to implement the new strategy and build up the budget by increasing the percentage of Affiliate’s fee contributions received by UNWTO, by raising the current fee, by stimulating sponsorship actions and donors for specific projects, etc.

To develop meaningful programs, products & services for members by designing value-added benefit programs, expanding the number of strategic alliance partners, which could provide added value to the organization, and by increasing current activities and services aimed at specific segments of the membership.
• To strengthen the role of the Affiliates as an integral part of the organization, increasing the relevance of the UNWTO programme of work to affiliate members, and increase the influence of the Affiliates in the UNWTO Agenda. It is important to improve horizontal communication, network and synergies within the organisation, between Regional Representatives, Chiefs of sections and the Affiliates for project formulation and implementation.

• To strengthen the efficiency and operational capacity of the Secretariat of the Affiliate Members by improving the capacity of the current staff of the Secretariat and by developing an organizational culture oriented within the Secretariat toward the services to members.

9. In preparing this multi-year Strategic Plan, the Affiliate Members Secretariat will be applying good business practices which will allow us to build on our successes and incorporate improvements over time.

10. While the plan will guide Affiliate Members Secretariat for the coming three years 2008–2010, it will be followed up annually by the Executive Director, the Board Members and my self to evaluate its degree of implementation.

11. Nowadays intergovernmental agencies and governments alone cannot address society’s most pressing challenges; instead, new kinds of governance are needed with entrepreneurship, knowledge and educations institutions, labour, other institutions of civil society, tourism destination clusters, etc, playing key roles.

12. The renewed UNWTO Affiliate Members Secretariat under this new strategy will give non-governmental players and civil society greater opportunities to participate in the achievement of the objectives and programmes of UNWTO in the framework of UN global agenda.

13. During the last Executive Council It was approved a proposal to increase the affiliate membership fee by 400€ to finance the single access of all Affiliate Members to the WTOe-library services. The new fee for 2008 will allow all Affiliates to benefit from the WTOe-library services without paying anything else. Since the 1st August we have opened the access to the WTOe-library to all Affiliates up to date with the payments of their fees. This is one of the commitments that I assumed with the Affiliates when I was elected president two years ago.

II. ACTIVITIES OF THE AFFILIATE MEMBERS IN RELATION WITH ITS PROGRAMME OF WORK FOR 2006-2007

14. The Secretariat of the Affiliate Members, in this new phase that is taking place, is committed to coordinated action among the three Councils promoting synergies in their activities and working programmes to strengthen and add effectiveness to their results.
II.1. CONFERENCES, SEMINARS AND WORKSHOPS

15. In order to accomplish with the objectives established by the programme of work for 2006-2007, we have decided to reduce the number of activities in favour of greater quality and greater impact, both internal and external.

16. In this regard, the Board of Director of the Affiliate Members made the decision to unify the Tourism Policy Forum and the Leadership Forum, events that had traditionally been organized separately at the initiative of the Education Council and the Business Council, respectively. The conviction that all the Affiliate Members share a common interest has led us to decide to hold a large event for all Affiliate Members centred on a subject of general interest to the non-governmental sector within the framework of the objectives of the Organization's Programme.

17. In this new context the Secretariat of the Affiliate Members and its three Councils have organized the following events:

Events lead by the UNWTO Affiliate Members Secretariat:

- The General Meeting of the Affiliate Members during the conference on "Public-private partnerships to promote development through tourism" in the context of the World Tourism Summit held in Porto Alegre, Brazil in late November 2006, coinciding with the World Tourism Forum, and the meeting of the three Councils. The holding of this event was in response to the wishes expressed by the Board for the three Councils to carry out a common effort in order to achieve a reorientation of activities in favour of greater impact and visibility. The event allowed the three Councils to carry out for the first time a common joint initiative in favour of greater impact and visibility.

- The Conference on "Creating Opportunities for Tourism Investment" in conjunction with the Colombian Hotel Association (COTELCO), during XVII UNWTO General Assembly in Cartagena de Indias, Colombia, 23-24 November 2007;

Events lead by the UNWTO Education Council:

- The FITUR Seminar on "Knowledge management for excellence in the governance of tourism destinations" organized by the UNWTO Education and Knowledge Management Section, held in Madrid, Spain, 26 January 2006;

- The annual UNWTO Ulysses Prize Ceremony and the annual UNWTO Ulysses Conference, held in Madrid, Spain, in May/June 2006 and 2007;

- The "Forum on Education, Training and Knowledge Use as an Instrument for Governance in Tourism" together with the UNWTO Department of Education and Knowledge Management (EKM) during the Africa Regional Commission in Addis Ababa, Ethiopia, in May 2007;
Events lead by the UNWTO Business Council:

- The FITUR and ITB Seminars on “How to improve online tourism promotion”, held in Madrid, 26 January 2006, and in Berlin, 10 March 2006;

- In conjunction with the Colombian Hotel Association (COTELCO), and in collaboration with the Sustainable Development of Tourism Department and the Regional Representation for the Americas, the seminar/workshop “Sustainable Tourism: a fundamental factor for the eradication of poverty in Colombia” held in Bogotá, Colombia, on 22-23 June 2006.

- UNWTO Affiliate Members Forum on “Public Private Partnership for Development through Tourism” organized as a joint activity of the three councils of the Affiliate Members during the World Tourism Summit (Porto Alegre, Brazil, 30 November 2006).

- The FITUR Seminar “World Tourism Facts and Trends: the new consumer changing the face of the industry” together with UNWTO Market Intelligence Section held in Madrid, Spain, 1 February 2007;

- The Seminar on “Innovation in Tourism” during the 2007 Europe Regional Commission held in Bled, Slovenia, May 2007;

- In conjunction with the Regional Representation for Africa and sponsored by FITUR the Seminar on “Public-Private Partnership in Tourism” in Cotonou, Benin, 23-24 October 2007;

Events lead by the UNWTO Destination Council

- Regional Seminar/Workshop for Africa – “Tourism Destination Management: Routes to Success” organized by the UNWTO Regional Representation for Africa in cooperation with the UNWTO Destination Council in Addis Ababa, Ethiopia, 27-29 March 2006;

- The UNWTO Destination Management Seminar on “Tourism Destination Management - Routes to Success” during the 17th Session of the UNWTO Executive Council in Algiers, Algeria, 22 November 2006;

- The International Conference on “Creating competitive advantage for your destination” held in Budapest, Hungary, from the 7th -9th February 2007;

- During the 5th International Tourism Forum for Parliamentarians and local authorities with the occasion of the Eighteenth Session of the UNWTO Executive Council a workshop on “Decentralization of tourism governance and competitiveness” in Hammamet, Tunisia, 12-13 June 2007;
II.2. RESEARCH, PUBLICATIONS AND PROJECTS

Research, publications and other projects lead by the UNWTO Education Council:

- **UNWTO Ulysses Conference Papers**: within the framework of the UNWTO Ulysses Conference the Education Council has planned the publication of the papers of the conferences;

- **UNWTO Education Council Newsletter**: The Education Council has launched a very successful newsletter as a new medium for communicating the activities of the Council. The newsletter boosts communication amongst members and it contains technical content relating to tourism education, and good practice.

- **UNWTO Tourism Labour Market Observatory**: For the near future the Education Council is planning to develop a pilot project to implement a Tourism Labour Market Observatory. This has already been discussed by the UNWTO Programme Committee, UNWTO statistics department and other agencies including the International Labour Organization. The project would focus on a number of key issues including: measurement issue relating to tourism employment; the conditions of work in tourism; skills and labour shortages; human resources practice in tourism; geographical variations in labour markets across the UNWTO regions; labour migration; etc.

- **Capacity Building Programme for institutions in developing world UNWTO member nations**: the aim is to develop and run a programme in Capacity Building for institutions in developing world UNWTO member nations to meet TedQual standards. The programme would be over five days and would take the participants through a process of developing good practice in education performance.

Research, publications and other projects lead by the UNWTO Business Council:

- **"Measuring the Economic Importance of the Meetings Industry"**: This study was launched in December 2006 in conjunction with: the UNWTO Statistics Section and the Market Intelligence Section and three Affiliate Members - International Congress and Convention Association (ICCA), Meeting Professionals International (MPI) and Reed Travel Exhibitions (RTE).

18. During 2007 the Business Council has been working in the following three new publications that will be ready next year:
- A new publication on successful "Partnership between public and private sectors in order to make the marketing of tourist destinations more effective" in cooperation with UNWTO Market Intelligence Section;

- A study on "Best Practices in Multi-Stakeholder Collaboration for Sustainable Tourism Development" in cooperation with UNWTO Technical Cooperation Section, the UNWTO Sustainable Development Section and the Netherlands Development Organization (SNV);

- A second phase of the study on the measurement of the Meetings Industry on "Best Practices in Measuring the economic impact of the Meetings Industry" in partnership with UNWTO Statistics Section and three UNWTO Affiliate Members: International Congress and Convention Association (ICCA), Meeting Professionals International (MPI) and Reed Travel Exhibitions (RTE).

19. In September 2007 the Business Council prepared and submitted a major 2 years project to the EU/Intelligent Energy Europe on Climate Change in partnership with IH&RA, affiliate Member, on "Excellence in Energy Efficiency for Tourism, hotel accommodation (EETI)". The EETI’s objectives are to develop and disseminate tools and materials to change Small and Medium Enterprises (SME) hotels management actions and investment decisions in their use of energy; promote the exchanges of know-how and experience between SME hotels as energy users, and the suppliers and manufacturers; raising awareness of SME hotel managers, decision-makers, staff and consumers; and stimulate establishment of networks with commitments to disseminate and promote energy efficiency and renewal energy. Through this, the EETI will assist SME hotels to improve their sustainability and competitiveness.

Research, publications and other projects lead by the UNWTO Destination Council:

- "A guide to destination management and marketing": The Destination Council has been working during the last two years in the elaboration of this new publication which will be available in the coming months. It will be a single handbook including management frameworks, tools, practical guidelines and case study references.

20. There has been a lot of work done also in the framework of the launching of the UNWTO Centre of Excellence for Destination (CED) in Montreal, with the support of the Federal Government of Canada and the Provincial Government of Quebec. The CED mission would be to help destinations worldwide to attain excellence by increasing their competitiveness, contributing to sustainable development goals, improving service quality and enhancing geographical character of the destinations focusing on their environmental, social and cultural identities.
III. CAMPAIGN FOR ATTRACTING NEW AFFILIATE MEMBERS

21. The following tools have been used to achieve this aim:

- **Publication of the new Affiliate Members leaflet**: In August 2007 was published clearly explaining the role and objectives of the Affiliate Members Secretariat and Councils within the Organization. An indispensable tool for attracting new members, this publication is being broadly circulated among bodies and companies with a potential interest in becoming Affiliate Members.

- **The new Web Page of the Affiliate Members**: It clearly sets out the objectives pursued by the Affiliate Members Secretariat, its structure, its councils. It includes also a directory of all our members, news and other interesting information (new publications, upcoming meetings, conferences and seminars, etc.).

- **Increasing communications with Members**: The volume and frequency of communications between the Secretariat of the Affiliate Members and all its Members is increasing in leaps and bounds. Members are regularly informed of the agreements reached by the Secretariat, the activities undertaken by other Affiliate Members and the most important meetings and conferences organized by UNWTO.

- **Information Stand**: To improve communication at international events, and in cooperation with UNWTO’s Publications Section, Affiliate Members Secretariat is working in the design of a modern and attractive information stand to be set up at conferences and congresses for the purpose of distributing UNWTO and Affiliate Members publications and leaflets.

IV. MEMBERS

22. Taking into account new memberships and withdrawals, the current total number of Affiliate Members is 338, not included the candidatures to be submitted to the General Assembly following the 81st session of the Executive Council to be held in Cartagena de Indias, Colombia.

V. AGREEMENT BETWEEN UNWTO AND THE GOVERNMENT OF SPAIN

23. In 2007 the agreement between the World Tourism Organization and the Government of Spain relative to the Permanent Secretariat of the Affiliate Members was renewed for another year. This agreement provides for a fund of 92,000 euros to cover the cost related to the Permanent Secretariat of the Affiliate Members (salaries, representation expenses, travels, etc.) as well as other activities. This agreement is subject to annual renewal.
24. By virtue of this agreement, on the proposal of the Spanish Government and with the approval of the UNWTO Secretary General, Mr. Carlos Romero was appointed as the new Executive Director of the Affiliate Members in December 2006.
LIST OF ACTIVITIES
(AG XVI – AG XVII)

Participation of the UNWTO Affiliate Members Committee and Councils at different seminars, presentations and meetings

- UNWTO Affiliate Members Seminar on "How to improve online tourism promotion", during FITUR Tourism Fair, (Madrid, Spain, 26 January 2006)
- Seminar on “Knowledge management for excellence in the governance of tourism destinations” organized by the UNWTO Education and Knowledge Management Section during FITUR Tourism Fair (Madrid, Spain, 26 January 2006)
- First meeting of the UNWTO Destination Council, during the ITB Fair Berlin (Berlin, Germany, 9 March 2006)
- Seventeenth meeting of the Board of the Affiliate Members, during the ITB Fair Berlin (Berlin, Germany, 9 March 2006)
- UNWTO Affiliate Members Seminar on “How to improve online tourism promotion”, during the ITB Fair Berlin (Berlin, Germany, 10 March 2006)
- Regional Seminar/Workshop for Africa – “Tourism Destination Management: Routes to Success” organized by the UNWTO Regional Representation for Africa in cooperation with the UNWTO Destination Council (Addis Ababa, Ethiopia, 27-29 March 2006)
- Eighteenth meeting of the Board of the Affiliate Members, (UNWTO headquarters, Madrid, Spain, 30 May 2006)
- Eleventh meeting of the Education Council, (UNWTO headquarters, Madrid, Spain, 30 May 2006)
- UNWTO Ulysses Prize organized by the UNWTO Education and Knowledge Management Section, (Madrid, Spain, 1 June 2006)
- UNWTO Ulysses Conference organized by the UNWTO Education and Knowledge Management Section, (Madrid, Spain, 1-2 June 2006)
- UNWTO Affiliate Members Seminar on “Sustainable tourism: a fundamental factor for the eradication of poverty in Colombia” organized in cooperation with COTELCO (Bogota, Colombia, 22-23 June 2006)
- Seminar on “Global issues in local governance: tourism policy approaches” organized by the UNWTO Education and Knowledge Management Section, (Madrid, Spain, 25-30 June 2006)
- UNWTO.Sbest Course on Governance for Excellence in Tourism Destination Management organized by the UNWTO Education and Knowledge Management Section, (Aguascalientes, Mexico 18-22 September 2006)
- UNWTO Affiliate Members Seminar on “Current Situation and Development Prospects of Cultural Tourism” organized in cooperation with AECIT (Malaga, Spain, 22 September 2006)
- UNWTO Business Council Board meeting during World Travel Market (London, United Kingdom, 6 November 2006).
UNWTO Destination Management Seminar on "Tourism Destination Management - Routes to Success" during the 17th Session of the UNWTO Executive Council (Algiers, Algeria, 22 November 2006)

Press Conference at EIBTM 2006 on the "Future of the Global Meetings Industry" in the framework of the publication of the latest Affiliate Members study "Measuring the Economic Importance of the Meetings Industry" (Barcelona, Spain, 28 November 2006)

UNWTO Affiliate Members Forum on "Public Private Partnership for Development through Tourism" organized as a joint activity of the three councils of the Affiliate Members during the World Tourism Summit (Porto Alegre, Brazil, 30 November 2006).

UNWTO Affiliate Members Meeting during the World Tourism Summit (Porto Alegre, Brazil, 30 November 2006)

UNWTO Affiliate Members Board Meeting during FITUR Tourism Fair (Madrid, Spain, 30 January 2007)

Think Tank UNWTO.Sbest organized by the UNWTO Education and Knowledge Management Section during FITUR Tourism Fair (Madrid, Spain, 30 – 31 January 2007)

UNWTO Affiliate Members Seminar on "World Tourism Facts and Trends: the new consumer – changing the face of the industry" organized by the Business Council during FITUR Tourism Fair (Madrid, Spain, 1 February 2007)

UNWTO.Sbest Conference organized by the UNWTO Education and Knowledge Management Section during FITUR Tourism Fair (Madrid, Spain, 1 February 2007)

UNWTO Destination Management International Conference on "Creating Competitive Advantage for your Destination" organized in cooperation with the Ministry of Local Government and Regional Development of Hungary (Budapest, Hungary, 7 – 9 February 2007)

Hotel Investment Forum during the events of the ITB Fair (Berlin, Germany, 6 March 2007)

UNWTO Affiliate Members Board Meeting during the ITB Fair Berlin (Berlin, Germany, 8 March 2007)

Second meeting of the UNWTO Destination Council during the ITB Fair Berlin (Berlin, Germany, 8 March 2007)

Foro Hosteltur on "The challenge of the Global Distribution" (Toledo, Spain, 22 March 2007)

Meeting at Punta Arenas on "Sustainable development of the Magallanes Region" organized by Sernatur (Punta Arenas, Chile, 26 – 30 March 2007)

International Seminar on "Turismo Náutico y Nuevas Tecnologías: promoción y comercialización" (Port de Sóller, Spain, 20 April 2007)

Seminar on "Innovation in Tourism: Adapting to Change" during the 2007 Europe Regional Commission (Bled, Slovenia, 24 – 25 May 2007)

UNWTO Education Council Meeting, (Madrid, Spain, WTO Headquarters, 29 May 2007)

UNWTO Ulysses Prize (Madrid, Spain, 30 May 2007)

UNWTO Ulysses Conference (Madrid, Spain, 30 – 31 May 2007)

Tourism fair "EUROCOTAL" (Torremolinos, Spain, 7 – 10 June 2007)
• I Congreso Iberoamericano de Hotelería y Turismo, organised by AHT (Buenos Aires, Argentina, 15-17 August 2007)
• Conference on Strategic Comunications in Tourism, TOURCOM (Tbilisi, Georgia, 25-26 September 2007)
• IV Innovation and Tourism International Seminar, organized by IBIT (Palma de Mallorca, Spain, 26 – 28 September 2007)
• Hospitality Investment Conference Africa, organized by Tourism Business Council of South Africa (Cape Town, South Africa, 30 September – 2 October)
• WYSE Annual General Meeting (Istanbul, Turkey, 1 October 2007)
• Regional Seminar Workshop on “Public-Private Partnership in Tourism” organized by the UNWTO Regional Representation for Africa in cooperation with the UNWTO Affiliate Members and FITUR (Cotonou, Benin, 23-24 October 2007)
• Conferencia Internacional sobre Turismo de Ocio y Protección al Consumidor en el Mediterráneo (Malaga, Spain, 30 – 31 October 2007)
• III Incoming Conference, organized by ACAV (Barcelona, Spain, 5 November 2007)
• UNWTO Affiliate Members Seminar on “Attracting Tourism Investment: Opportunities for Business, Destinations, Investors, Communities” during XVII UNWTO General Assembly (Cartagena de Indias, Colombia, 23-24 November 2007)
• Thirtieth meeting of the Affiliate Members during XVII UNWTO General Assembly (Cartagena de Indias, Colombia, 24 November 2007)
• Twenty-first meeting of the Board of the Affiliate Members during XVII UNWTO General Assembly (Cartagena de Indias, Colombia, 24 November 2007)
• Thirtieth meeting of the UNWTO Education Council during XVII UNWTO General Assembly (Cartagena de Indias, Colombia, 28 November 2007)
• Conference on “Tourism in Challenging Times: Knowledge Management for Excellence in Tourism” organized by the UNWTO Education and Knowledge Management Section during XVII UNWTO General Assembly (Cartagena de Indias, Colombia, 28 November 2007)