



Eighty-fifth session  
Bamako, Mali, 7-8 May 2009  
Provisional agenda item 12 (a)

**AFFILIATE MEMBERS**

**(a) Report of the Chairman**

**Note by the Secretary-General**

In this document, the Chairman of the Affiliate Members informs the Executive Council on the activities carried out since its last session, as well as on projects to be executed.

## **AFFILIATE MEMBERS**

### **(a) Report of the Chairman**

#### **I. INTRODUCTION**

The present report refers to the management carried out by the Committee of the Affiliate Members, through the Permanent Secretariat and its different organs, between 15 November 2008—date of the last Executive Council held in Madrid—and 8 April 2009.

The time period on which the present report focuses has been characterized by the profound changes that have occurred in the world tourism context. Indeed, all indicators show how the tourism sector is currently facing the most serious economic crisis since the beginning of the 20th century. But these times also present clear opportunities, for both the Organization and the entire private sector, to provide new impetus to the industry in line with the major Millennium Development Goals.

Furthermore, the Committee of the Affiliate Members has also undergone a renewal of its own during this period with the arrival of the new Executive Director and with the beginning of the term of office of the new Chairman who was elected by the Board at its meeting held in London in November 2008, following the resignation of the previous chairman.

#### **II. ANALYSIS OF THE SITUATION**

##### **1. The relationship with the Affiliate Members**

Although it is true that the Secretariat of the Affiliate Members has traditionally been fulfilling its assigned task of relating with the Affiliate Members adequately, it is also true that, for various reasons, some signs of concern have been observed on the part of the Affiliate Members, probably accentuated in periods of uncertainty and difficulties when greater response capabilities and influence are demanded from organizations to demonstrate their function and usefulness.

These times of complexity are precisely what make it necessary to reinforce practices for sharing ideas, diagnostic assessments and the real needs among public and private actors. This is what we did, for example, during the seminar “World Tourism Responses to the New Challenges of the Global Economy” that we held during the past 2009 FITUR tourism fair, which attracted notable interest among international public and private actors. They are also the best moments to responsibly address the better integration of and constant dialogue with the AMs within the Organization. In this regard, we welcome the openness to dialogue shown by the Secretariat.

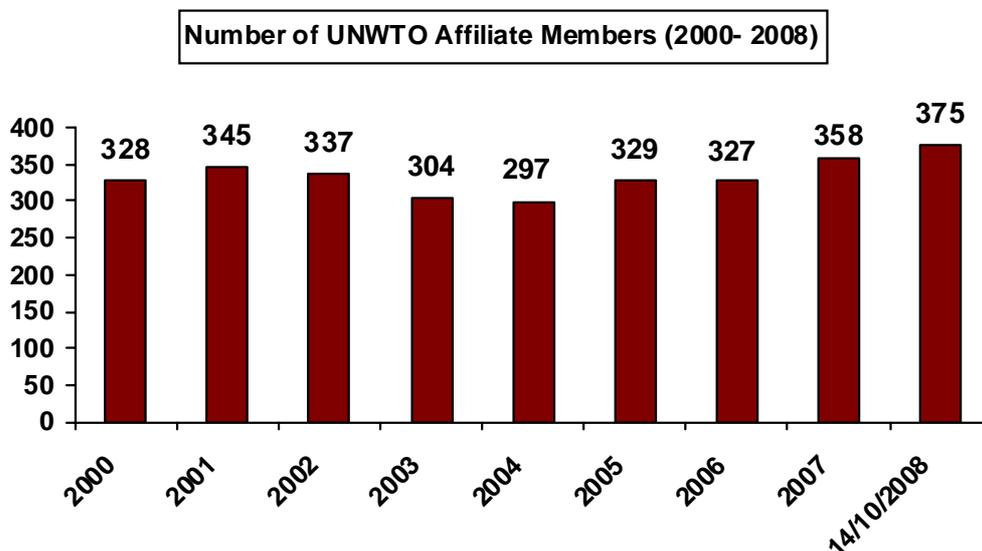
Throughout this brief span of time to which the present report applies, we have striven to give new impetus to our work because we are convinced that all the capabilities and strength possessed by the AMs of the UNWTO, placed at the service of clear objectives and in line with a realistic yet ambitious programme of work, will yield positive fruits for the entire Organization sooner rather than later.

We are aware of the areas of improvement that we have in front of us, both internal as well as of an external dimension, but we have already been acting, through the activities mentioned both in the Annex to the present report and in the programme to which we will refer later on.

## 2. Evolution of Affiliate membership

### 2.1 Number of Affiliate Members as of the last Executive Council (October 2008)

At the last Council session there were a total of **375 members**. Throughout the past 9 years affiliate membership has maintained a stable line in its evolution, with an average of 333 affiliates and growth of 14% between 2000 and 2008, with years of decline (in 2002, 2003, 2004 and in 2006), all of this occurring in a temporal context of considerable growth rates in global tourism.



### 2.2 Geographical distribution and general features of membership typology

The geographical distribution of the AMs is not sufficiently balanced among the different regions. Currently, Africa and the Middle East represent 7% and 5% of the AMs, respectively, while Europe accounts for 55%.

<b>Distribution of the Affiliate Members by region</b>		
EUROPE	208	55%
Asia-Pacific	40	11%
AMERICAS	83	22%
Africa	26	7%
MIDDLE EAST	18	5%
<b>Total</b>	<b>375</b>	<b>100%</b>

As for its typology, despite the presence of important private and public actors, it is true that it has not managed to connect with major entrepreneurial and institutional assets of world tourism which it must reach in order to integrate them in the work of this Organization. 24% of the AMs belong to the area of education, 21% to that of destinations, and 56% are businesses or other types of entities.

### **2.3 Movement of affiliate membership since the last Executive Council.**

At the Executive Council to be held in Mali, **16 new applications** will be submitted for consideration and possible approval. This represents a **4.2% increase over the past six months.**

## **3. Internal structures**

### **3.1 Human Resources**

Currently, the Permanent Secretariat of the AMs, under the management of its Executive Director, has an effective staff of 3 persons, one of whom with a temporary contract, who are diligent and committed to their duties.

It is true, however, that in the three Councils that are integrated in the Secretariat, five other persons provide their services, but this labour capacity has been scarcely integrated in the common work of the Secretariat. The integration and coordination of efforts must strengthen the capacity to manage the Programme of Work.

### **3.2 Budgetary Resources**

The budget of the Secretariat of the AMs to implement its programme of work is determined in large part by the number of affiliate members, by the level of payment of contributions, and by the current distribution system (25% for the Secretariat and 75% for the general programme of work of the Organization). Based on these variables, the amount that to be allocated to the programme of work for 2009 can be calculated to amount to **214,000 euros.**

### 3.3 The regulatory framework

The **Rules of Procedure of the Affiliate Members of 1985** that is currently in force has undoubtedly yielded positive fruits for the organization and has made it possible to maintain a basic system of internal relationship between the private sector and the Secretariat of the Organization. But it is equally true that its wording and its responses are insufficient to tackle the real needs of this group in view of the current times, making it advisable to revise and update it.

## III. FOUNDATIONS FOR REVITALIZING THE WORK OF THE COMMITTEE OF THE AFFILIATE MEMBERS

### 1. The Mission of the Affiliate Members

In order to ensure the correct orientation of the Affiliate Members project, it is necessary to have a solid foundation that fosters its development. At the last two Executive Councils (held in Jeju and in Madrid) note was taken of the need to reinforce the position of the Affiliate Members through a clear strategy.

The Committee of the Affiliate Members has before it the great opportunity to globalize the tourism private sector in order to develop it in line with the major objectives marked out by the UNWTO. The Affiliate Members is the best-placed global organization and is in the best condition to carry out this ambitious mission and contribute to world tourism governance.

**The challenge is to build an Affiliate Members organization that is alive, flexible, accessible, participative, influential and that constitutes a worldwide point of reference for the best tourism action.** On this path, the diverse needs and expectations of the Affiliate Members must be reconciled with the mission, objectives and general programmes of the UNWTO.

It is essential to recognize the worth of all the Affiliate Members. All of them should feel integrated and comfortable and all must enjoy equal rights within the organization. **The aim is to create a sense of belonging to a common project of global dimensions and to reinforce the meaning and value of affiliate membership.**

**50% of tourism is generated by the private sector. We must work with our attention placed on this sector in order to ensure more prosperous development in the coming times.** We have a good opportunity to change the model of tourism development. And it is a very appropriate time to meld together the best management with the best values that we share (ethical, social and environmental).

## 2. The objectives

In setting forth these objectives, it is hoped to provide impetus to the work of the Committee of the Affiliate Members with a focus on greater **concentration, integration and effectiveness, and offering greater visibility and recognition to the Affiliate Members**, in order to:

- (a) Expand the organization quantitatively and qualitatively;
- (b) Develop a strategy of closer relations with the Affiliate Members, by improving our services, response capabilities and channels of participation;
- (c) Develop a more effective system for the structuring and coordination of the Committee of the Affiliate Members and its organs; and to
- (d) Align the work of the CAM with the UN Millennium Development Goals.

## 3. The programme of work 2009

The Board meeting held in January 2009 in Madrid discussed and took note of the progress of the programme for 2009, while the Working Group that met in Berlin last March debated the implementation of the following actions:

### (a) Marketing Plan

The marketing plan will respond to the needs identified in the analysis of the work of the Secretariat, with the aim of projecting the image of the Affiliate Members at the global level and to substantially increase the current number of Affiliate Members in the medium term.

### (b) World Summit of Affiliate Members

Work is being carried out for the holding of an event of high quality and great interest that will gather together all the AMs, with the objective of having a significant impact among them, in order to facilitate the exchange of knowledge regarding best practices and to have the opportunity to establish personal contacts with other AMs, with representatives of the UNWTO and of other global tourism organizations.

### (c) Draft revision of the Rules of Procedure of the Affiliate Members

The draft is being prepared in order to provide the Affiliate Members with a more consistent, orderly and up-to-date instrument that will make it possible to take on, with the best guarantees, the task of strengthening and carrying out the Affiliate Members project within the UNWTO, as well as the new challenges facing the Organization as a whole.

### (d) Technological platform and new web space for the Affiliate Members

A technological network will facilitate communication between the Secretariat and the AMs and among the AMs. There is external collaboration and funding for this purpose. The information offered to the public will also be presented in a clearer and more accessible manner on the UNWTO's website.

**(e) Publication: 'The Best of the UNWTO'**

This periodical publication, which aspires to be a permanent fixture among the UNWTO's publications, will try to summarize in a practical and useful manner the best doctrine and the best practices created and known within the organization in the different areas of interest for businesses and destinations.

**(f) General Assembly–General Meeting of the Affiliate Members (Astana, Kazakhstan)**

Work is being carried out for the holding of a General Meeting that is as practical and useful as possible for the AMs, without prejudice to the fulfilment of the aims statutorily provided for in this type of events.



## ANNEX

### SUMMARY OF ACTIVITIES OF THE AFFILIATE MEMBERS SECRETARIAT (October 2008 – April 2009)

#### PERMANENT SECRETARIAT

##### Internal processes

- Continual improvement of work processes (revision of "customer service" practices, "Welcome Handbook" project, "quality service commitment" project, management of affiliate membership applications, access to the e-library, etc.)
- Numerous meetings in person with AMs and with potential AMs by telephone and e-mail. (24 affiliate membership applications received in this period)

##### Events:

- 9 November 2008, London, United Kingdom, 23rd Meeting of the Board of the Affiliate Members.
- 3-4 December 2008, Bogotá, Colombia: 6th International Seminar 'Climate Change: Solutions for the Tourism Industry'. Organized jointly with COTELCO, 120 participants.
- 29 January 2009, Madrid, Spain, FITUR: International Seminar "World Tourism Responses to the New Challenges of the Global Economy", this seminar drew the presence and participation of more than 200 attendees, from enterprises and various agents of the private sector from over thirty countries of the world. It enjoyed notable coverage in tourism media outlets around the world.
- 29 January 2009, Madrid, Spain, FITUR: 24th Meeting of the Board of the Affiliate Members.
- 11 March 2009, Berlin, Germany, ITB: Meeting of the Working Group of the Affiliate Members.
- 19 March 2009, Moscow, Russian Federation, MITT Business Conference: event organized by our Affiliate Member International Trade and Exhibitions Group PLC (ITE Group PLC).

##### Projects:

- Participation in the "**International Network on Regional, Economics, Mobility and Tourism**", in collaboration with the Statistics and Tourism Satellite Account Section.
- Development of a **technological platform for networked tourism intelligence and innovation, of a public-private nature**, in cooperation with SEGITTUR.

##### Publications:

- Various communication materials of the Secretariat; informative materials on affiliate membership and its benefits, materials for fairs, events, etc.

## **BUSINESS COUNCIL**

### **Events:**

- Launch of the project 'Energy Solutions for Hotels' with UNEP, IHRA, EREC and ADEME. London, WTM, 12 November 2008, 90 participants
- Attendance at events in Rhodes and Montpellier to promote the above
- Regional Congress: 'Tourism: Responding to a Turbulent Economy and a Changing Climate (Sharm el-Sheik, Egypt). 170 participants.

### **Projects:**

- Support to the programme [www.climatesolutions.travel](http://www.climatesolutions.travel), UNWTO 2030 Vision and to the Resilience Committee.
- 'Climate Change and the Tourism Industry', study with the World Economic Forum.
- 'Joining Forces: Best practices in multi-stakeholder collaboration for sustainable tourism development'.

### **Publications:**

- 'Joining Forces: Best practices in multi-stakeholder collaboration for sustainable tourism development'.

## **EDUCATION AND SCIENCE COUNCIL**

- December 2008: Technical participation in the meeting '*Establishing Priorities in the UNWTO Programme of Work 2010-2011 at European Regional and Subregional Level*'.
- January 2009: Technical participation in the preparation of the content of the meeting '*Tourism Policy and Governance in the Age of Uncertainty*', held in the context of FITUR.
- Preparation of the UNWTO Ulysses Conference, to be held at the end of May 2009.

## **DESTINATION COUNCIL**

- 12 March 2009: 4th Meeting of the Destination Council at ITB Berlin.