FOR DECISION

Agenda item 5(a)
**Implementation of the General Programme
of Work**

A/23/5(a) rev.2
Madrid, 12 September 2019
Original: English

Executive summary

At its 108th session, the Executive Council approved the Secretary-General's Management Vision, which specified clear objectives and priorities for the programme of work of the Organization.

The present document recalls the objectives and priorities of the Vision, introducing a new strategic component: the UNWTO Agenda for Africa 2030 - Tourism for inclusive growth.

It also gives, on the one hand, an overview of the main lines of work and achievements during 2018 and the first semester of 2019 and, on the other hand, the Secretary-General's proposed programme of work for 2020-2021, as endorsed by the Executive Council during its 110th session and now submitted to the General Assembly for its approval. The budget for 2020-2021 is available in document A/23/5(b).

The issue of the United Nations Reform and the implications for UNWTO is presented to the General Assembly for its decision, taking into account the recommendation of the Executive Council that UNWTO not be part of the UNSDG for the forthcoming biennium 2020-2021.

Annexes I, II, III and IV, respectively, include the lists of UNWTO events, publications, signed agreements and technical cooperation activities on the ground. Annex V focuses on the Affiliate Members' activities. Annex VI includes the UNWTO Recommendations on Urban Tourism. Annex VII presents the UNWTO Academy. Annex VIII explains the creation of the UNWTO Tourism Innovation Hubs Network. Annex IX presents the UNWTO Agenda for Africa 2030 - Tourism for inclusive growth. Annex X explains the United Nations Reform and the implications for UNWTO. Finally, Annex XI shows the status of ratification of amendments to the Statutes and to the 1947 Convention on the Privileges and Immunities of the Specialized Agency.

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Action by the General Assembly

DRAFT RESOLUTION[1]

The General Assembly,

Having examined the report of the Secretary-General on the Programme of Work and its different annexes,

1. *Takes note* of the activities implemented and progress achieved;

2. *Approves* the UNWTO Recommendations on Urban Tourism;

3. *Invites* Member States to participate actively in the UNWTO Innovation Hubs Network and support active Hubs in their adhesion to the Network;

4. *Encourages* the participation of the Member States in the existing education and training initiatives presented by the UNWTO Academy as well as their proactive involvement in new initiatives;

5. *Endorses* the tourism online academy project as presented in Annex VII; and

6. *Calls upon* UNWTO Members to actively support the global consensus process towards United Nations endorsement of the international recommendations for Measuring the Sustainability of Tourism (MST) at the UN Statistical Commission's fifty-first session (March 2020).

Having heard the explanations of the Secretary-General regarding the implications for UNWTO of the United Nations Reform, and notably, of the UNWTO's membership in the United Nations Sustainable Development Group (UNSDG),

7. Option a) *Decides* that UNWTO shall be part of the UNSDG, and shall assume its corresponding operational and financial obligations including the Resident Cost-Sharing contribution of 200,000 USD per annum for 2020-2021.

8. *Option b): Supports* the decision of the Executive Council that UNWTO shall not be part of the UNSDG for the forthcoming biennium, and that UNWTO membership will be reconsidered for 2022-2023.

Having examined the Draft Programme of Work for 2020-2021,

9. *Approves* the approach of the Secretary-General to capitalize on the progress achieved by maintaining his Management Vision; and

10. *Supports* the Secretary-General's initiative "UNWTO Agenda for Africa 2030 - Tourism for inclusive growth".

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[1] This is a draft resolution. For the final decision adopted by the Assembly, please refer to the Resolutions document issued at the end of the session.

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I.   Introduction

1.   At its 108th session in San Sebastián, Spain, the Executive Council approved the Management Vision proposed by the Secretary-General (CE/DEC/6(CVIII)), which specified clear objectives and priorities for the programme of work of the Organization for 2018-2019. In **Part II**, the present document recalls the objectives and priorities of the Management Vision, introducing a new strategic component: the UNWTO Agenda for Africa 2030 - Tourism for inclusive growth.

2.   Based on the Management Vision, the Secretary-General presented three reports on activities. These reports are available online:

   (a)   CE/108/5(c) rev.1

   (b)   CE/109/3(a) rev.1

   (c)   CE/110/4(a) rev.1

3.   In **Part III**, the present document gives an overview of the main lines of work and achievements during 2018 and the first semester of 2019.

4.   Also based on the Management Vision, and in accordance with Article 23(2) of the Statutes, the Secretary-General presents, in **Part IV**, his proposed programme of work for 2020-2021. Such proposal is structured as a continuation of the 2018-2019 programme of work in order to capitalize on the progress achieved. **Part V** indicates the structure of the Secretariat for the next biennium, together with a brief description of all departments. The proposed budget to execute the programme of work 2020-2021 is available in document **A/23/5(b)**. The draft programme of work and budget for 2020-2021 was endorsed by the Executive Council during its 110th session (Baku, Azerbaijan).

5.   **Annexes I, II, III and IV**, respectively, include the lists of UNWTO events, publications, signed agreements and technical cooperation activities on the ground. **Annex V** focuses on the Affiliate Members' activities. **Annex VI** includes the UNWTO Recommendations on Urban Tourism. **Annex VII** aims at presenting the UNWTO Academy. **Annex VIII** explains the creation of the UNWTO Tourism Innovation Hubs Network. **Annex IX** presents the UNWTO Agenda for Africa 2030 - Tourism for inclusive growth. **Annex X** explains the United Nations Reform and the implications for UNWTO. Finally, **Annex XI** shows the status of ratification of amendments to the Statutes and to the 1947 Convention on the Privileges and Immunities of the Specialized Agency.

II.   Management Objectives and Priorities

6.   Tourism is among the top five economic sectors ahead of the world economy and of global trade. It has significant impacts on job creation, investment and infrastructure development. Its cross-cutting nature and sustained growth over the last decades bring immense opportunities for the overall advancement of the 17 Goals of the 2030 Sustainable Development Agenda.

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7.   The Management Vision proposed by the Secretary-General in 2018 is based on (a) four strategic objectives ensuring leadership for the Organization and the sector in the long run and (b) five programmatic priorities permitting a rational use of resources both for the 2018-2019 and the 2020-2021 periods.

A.   Strategic objectives

Objective 1: Position tourism as a policy priority

8.   Ensuring that the tourism sector continues to serve as a major force for sustainable development and thus for the achievement of the 2030 Agenda and its 17 Sustainable Development Goals requires a holistic and integrated policy framework and an effective and accountable system of governance that enable and encourage multi-stakeholder collaboration in tourism planning, development and management. This entails strengthening policies and governance structures to ensure a resilient and well-defined framework and the implementation of sustainable tourism development strategies at the national and local levels, notably in the framework of the New Urban Agenda.

9.   The shift from commitment to actions and results can only be achieved if tourism moves from the periphery to the core of decision-making in both the public and private domains allowing a truly national, cross-cutting approach to the sector.

Objective 2: Lead in knowledge creation and policy

10.   UNWTO's main role is to guide the development of tourism policies that promote responsible, sustainable and universally accessible tourism. Doing so requires a good overview of existing policy frameworks, best practices and the creation of robust and comprehensive knowledge about tourism development and future trends, as well as the impact of the sector on the economy, the society and the environment.

Objective 3: Build better value for Members and expand membership

11.   Addressing the needs of all Members and expanding membership are key features of the management vision. This entails strengthening the dialogue with UNWTO Members as well as non-UNWTO Members while reinforcing the capacity of the Organization to deliver.

12.   Inclusive growth is a policy imperative not only in developing countries, but also in the world's richest nations. There is a need to create a new and strategic approach to lead in knowledge creation and capacity building, supported by efficient resource mobilization. New important work streams and areas of work should focus on innovation, the digital economy, smart destinations, investment and SMEs uptake. A change of mindset is required to mainstream our work, increase our competence and to fully benefit from the new tourism business models.

Objective 4: Increase resources and strengthen UNWTO's capacity through partnerships

13.   The Organization needs to explore new and innovative ways to increase its regular budget and extra-budgetary resources in order to further strengthen the delivery to Members and for the Secretariat. To accomplish this objective, it is necessary to better equip the Organization and Members with tools and knowledge on mobilizing additional resources, including strengthening UNWTO's institutional framework to be aligned with donors' requirements.

14.   The growing recognition of tourism's important contribution to sustainable development—including its mention in the SDGs—offers new opportunities for increased Official Development Assistance (ODA) to the sector. The OECD Development Assistance Committee (DAC) included UNWTO in the list of ODA-eligible international organizations since 2017, recognizing its development function. Member States, under certain conditions, can now report their voluntary contributions and 89% of the membership fees to UNWTO as ODA.

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15. However, even if the potential of tourism for development is clear, in 2017, only 0.2% of total ODA for Productive sectors flows were directed to tourism, despite tourism's growing recognition as an engine for growth and development.

16. For the sector to really realize its enormous potential, the amount of aid and development financing directed towards tourism needs to be increased significantly. Unlocking Tourism's potential for realizing the 2030 Agenda requires a combination of effective and robust policy frameworks, enhanced private sector action, and an innovative approach to partnerships for development cooperation.

B.   Programmatic priorities

17. In the framework of the four strategic objectives, the Secretary-General proposes to continue working along the following five programmatic priorities:

Priority 1: Make tourism smarter: innovation and the digital transformation

18. Harnessing innovation and digital advances provides tourism with opportunities to improve inclusiveness, local community empowerment and efficient resource management, amongst other objectives within the wider sustainable development agenda.

19. By driving digitalization in tourism and creating an innovation and entrepreneurship ecosystem among UNWTO Member States, UNWTO will maximize the potential of the sector in terms of economic growth, job creation and sustainable development.

Priority 2: Grow our competitive edge: investments and entrepreneurship

20.   Under this priority, UNWTO will focus on three main lines:

- Innovation: Create, connect and scale up the tourism innovation ecosystems of our Member States to promote entrepreneurship, the future of work and take tourism to the 4th industrial revolution level

- Digital transformation: Connect Member States with new technologies that permit them to position tourism leaders as "data driven" public tech decision makers and develop smart destination management policies and strategies

- Investments: Promote an innovation investment culture via venture capital and traditional investments for the development of competitive and sustainable economic growth in tourism

Priority 3: Create more and better jobs: education and employment

21. Tourism is a people-based sector that depends not only on the professional skills but also the interpersonal skills of the workforce for the delivery of the increasingly diverse travel experiences that travellers are looking for.

22. When planning tourism's human capital, it is important to note that today's needs will face important changes as a result of megatrends in demography and technology. The tourism sector will see the emergence of new types of tourism businesses, products, services and professions, requiring different competencies, knowledge and personality attributes.

23. Meeting the new demands will require concerted efforts from all stakeholders—the public and private sectors, as well as academia—and this is where UNWTO is reinforcing its leading role this year to help ensure these synergies.

Priority 4: Build resilience and facilitate travel: safe, secure and seamless travel

24. Travel facilitation aims at maximizing the efficiency of border clearance formalities while achieving and maintaining high-quality security and effective law enforcement. Allowing passengers/tourists to cross international borders safely and efficiently contributes

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significantly to stimulating demand, enhancing competitiveness of States, creating jobs and fostering international understanding. In spite of the great strides made in recent decades in facilitating tourist travel in many regions of the world, there is still room for considerable progress, namely considering the possibilities to maximize the use of information and communication technologies in improving visa procedures.

Priority 5: Protect our heritage: social, cultural and environmental sustainability

25.   Making tourism more sustainable is not just about controlling and managing the negative impacts of the industry. It requires constantly optimizing the performance of the sector to maximize its contribution to sustainable development, as tourism, if well managed, is in a very special position to benefit local communities, economically and socially, and to raise awareness and support for the conservation of the environment. Recent research of UNWTO demonstrated that sustainable tourism is recognized in all national tourism policies as an objective. However, the research also showed that there are many shortfalls at the implementation level and advancing sustainable consumption and production (SCP) patterns is essential if the sector is to contribute effectively to sustainable development.

26.   Tourism is forecasted to continue growing considerably in the years to come. In 2018, international tourist arrivals reached 1.4 billion, two years ahead of the initial forecast and almost six times more domestic tourists and visitors travelled within their home countries. While this growth, which is faster than that of the world economy or international trade growth, provides excellent opportunities to create jobs and to spread prosperity, it presents challenges and potential threats to the environment and local communities if not well managed. It is therefore essential to decouple tourism's growth from environmental degradation and to embrace participatory governance models that involve host communities.

27.   Tourism explicitly features as a target in three of the Sustainable Development Goals (SDGs): Goals 8, 12 and 14 on decent work and sustainable economic growth, sustainable consumption and production (SCP), and the sustainable use of oceans and marine resources, respectively. Yet, given the sheer size, crosscutting nature and links with other sectors along its vast value chain, tourism has the potential to contribute—directly and indirectly—to all 17 SDGs.

UNWTO Agenda for Africa 2030 - Tourism for inclusive growth

28.   Crosscutting with all above-mentioned objectives and priorities, the Secretary-General presents to the General Assembly a blueprint for the Africa region translated into the UNWTO Agenda for Africa 2030 - Tourism for inclusive growth.

29.   Following the 22nd session of the UNWTO General Assembly in Chengdu in 2017, African Ministers of Tourism strongly urged the UNWTO Secretariat to develop a dedicated programme for the region to support an integrated approach to sustainable tourism development as one of its key socio-economic drivers in the continent.

30.   The UNWTO Agenda for Africa 2030, presented in [Annex IX], includes initial features of the consultative process initiated by and with the Member States back in January 2018 during FITUR, which were then consolidated and discussed in March during ITB Berlin and supported by the 61st Regional Commission for Africa and the 110th Executive Council. It is now being presented to the 23rd session of the General Assembly

31.   As the world sets a new universal agenda for sustainable development, UNWTO and its Members in Africa need to undertake collaborative efforts in developing a strategic vision and agenda for the continent. The UNWTO Agenda for Africa 2030 - Tourism for inclusive growth aims to build a more resilient, sustainable and innovative tourism sector that generate jobs, promote inclusive and low-carbon growth in line with all three dimensions of sustainable development, by placing people, the planet and prosperity at its core.

III.   Implementation of the programme of work 2018-2019

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Priority 1: Make tourism smarter: innovation and the digital transformation

32.   The Secretariat has continuously put a strong emphasis on innovation, since the beginning of 2018, bringing together the key stakeholders, including governments, academia, corporations, SMEs and start-ups, investors (business and super business angels, venture capital, etc.) and business development partners (accelerators, incubators, etc.) in order to boost innovation and entrepreneurship.

Partnerships for innovation

33.   An important step has been the consolidation of partnerships with innovation leaders. Agreements were notably signed with Amadeus (Affiliate Member: AM), Basque Culinary Centre (AM), Globalia, IE Business School (AM), Instituto Tecnologico Hotelero, Niantic (AM), Portugal Ventures, Unidigital, Vynn Capital, etc.

34.   Further collaborations in order a) to foster stronger relationships between the private sector and our Member States and b) to further boost the innovation and entrepreneurship ecosystem and promote skills, discussions have been initiated with Affiliate Members (Niantic, ICCA/IMEX, MasterCard, Amadeus, IBM) and innovation leaders (Financial Times, Massachusetts Institute for Technology, Rebus, Trivu, Plug and Play, Atomico, Drore). Stronger relations have been built with Member States regarding innovation with the objective of developing a programme of work that fosters an innovation and investment culture by connecting entrepreneurs and investors. Partnerships have been initiated with Argentina, Bahrain, Brazil, Chile, Colombia, Egypt, Georgia, Panama, Portugal, Qatar, Spain and Thailand.

Creation of the UNWTO Tourism Innovation Hubs Network

35.   In line with the UNWTO Innovation and Digital Transformation Strategy, the UNWTO Innovation Hubs Network will unify the leading Innovation Hubs worldwide into one Network dedicated to connecting and scaling up the innovation and entrepreneurship ecosystems of UNWTO Member States. This Network will be comprised of Innovation Hubs in all five UNWTO regions and would facilitate collaboration, inspiration and capacity building on how to scale and go global. UNWTO Member States will actively be involved by launching innovation challenges. Annex VIII is dedicated to this topic.

Sharing innovative solutions

36.   UNWTO, through innovation initiatives dedicated to tourism, has brought together all the actors of the ecosystem to boost innovation, entrepreneurship and investment in tourism. Major events and initiatives exist presenting innovative solutions:

(a)   UNWTO Awards,

(b)   UNWTO Tourism Tech Adventure (TTA) Forums, including High-level Seminars for Ministers, Start-up Masterclasses, one-on-one networking sessions between startups, corporations and investors, hackathons and start-up competitions.

Priority 2: Grow our competitive edge: investments and entrepreneurship

Improving business environment

37.   Activities reported under priority 1 above also contribute to this priority, notably by improving the business environment in UNWTO Member States and by stimulating entrepreneurship and SMEs in tourism and other sectors along the tourism value chain.

38.   In addition, UNWTO has developed initiatives enabling business environment such as the INVESTOUR Forum. The Secretariat is continuously working on driving changes in tourism private sector, not through short-term actions but through long-term impact by generating knowledge, empowering stakeholders and inspiring action for the tourism

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sector to fully embrace sustainable development. Against this background, the Affiliate Members Department endeavours to have more Affiliate Members and engage them in UNWTO's values, standards and activities.

Venture Capital Network

39.   The Secretariat is cooperating with key stakeholders (Rakuten, K Fund, Portugal Ventures, Vynn Capital, Motive Partners, THCAP Venture Capital, DRORE, Dux Capital, Mountain Nazca Colombia, Kaszek Ventures, VARIV Capital, Angel Ventures, Poshtel, Consulting XO, Moonrakers, Co. and Zouyu Capital) among others, with the aim of boosting an investment culture in tourism.

New Technologies

40.   To advance the digitalization of UNWTO, the Organization is preparing a market intelligence dashboard. The UNWTO Tourism Insights Dashboard will be an online platform for Member States and all stakeholders to access UNWTO data and insights. Other initiatives, such as an event web-app, are also in the pipeline.

Promoting tourism competitiveness

41.   Market Intelligence: Competitiveness requires knowledge on trends, products and source markets. UNWTO continues to advance its research agenda on trends with the regular monitoring of international tourism through the *UNWTO World Tourism Barometer* research on key source markets (Asia Tourism Trends Report, the Gulf Cooperation Countries outbound and the current development of the UNWTO Tourism Insights Dashboard.

42.   Product Development: In order to support Member States to diversify supply, promote the development of tourism value chains, create innovative and new products that translate into increase spending, regional spread of tourism and lower seasonality, UNWTO has been working in the development of Gastronomy and Wine Tourism, Mountain Tourism, Health Tourism, Shopping Tourism, Musical Tourism, Sports Tourism, Rural Tourism and others.

43.   Destination Management: The governance of tourism at local level is an increasingly key factor for the competitiveness and sustainability of the sector. In this sense, UNWTO work on setting guidelines and supporting DMOs through:

-   Guidelines for Institutional Strengthening of Destination Management Organizations (DMOs) – Preparing DMOs for new challenges; and

-   UNWTO.QUEST certification. UNWTO.QUEST: a Certification System addressed to Destination Management Organizations (DMOs). Aiming at strengthening three key performance areas of DMOs: Strategic Leadership, Effective Execution and Efficient Governance.

44.   Urban Tourism: The growth of urban tourism in recent years has prompted the urgency to ensure the inclusion of tourism in the urban agenda and promote the sustainable development of the sector. UNWTO actions in this area are focused on:

-   Positioning tourism in the urban agenda through the UNWTO Mayors Forum, and the definition of Policy Guidelines (see Annex VI);

-   Sharing good practices and knowledge through events such as the annual UNWTO Global Summit on Urban Tourism;

-   Improve knowledge on key issues such understanding and managing urban tourism, including the critical topic of residents/visitors relationship (see UNWTO/IPSOS Survey on the perception of residents towards city tourism)

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- Benchmarking and case studies on key issues affecting urban tourism such as visitors' management and new platform tourism services (forthcoming Benchmarking of rules and regulations in the short term rental market)

45.   As part of the work plan for the Committee on Tourism and Competitiveness (CTC) for 2018-2019, the Committee has delved into one of the prioritized factors for competitiveness and has prepared a position paper on 'Tourism policy and strategic planning'. The position paper explores the key elements of a successful process of formulation and implementation of tourism policies and seeks to provide UNWTO Members and tourism policymakers with a set of recommendations for a sound and holistic tourism policy design with the aim to improve competitiveness and sustainability of tourism destinations while addressing SGDs within an integrated national tourism strategic planning.

46.   All publications are listed in Annex II.

Public-private partnership

47.   The Secretariat has elaborated and implemented, in permanent coordination and consultation with the Affiliate Members, a Restructuring and Modernization Plan, which includes measures to update the function of the UNWTO-Affiliate Members partnership model in order to reinforce the framework of the relationship between UNWTO and its Affiliate Members whereby consolidating Public Private Partnerships and capacity building.

48.   To facilitate collaboration and networking, the Secretariat is also developing an online platform for the Affiliate Members. To be launched in September of 2019, the platform– available both as Mobile App and web version – will allow Affiliate Members to access a modern and powerful tool, offering:

- **Integral support for interaction with AMs:** a professional corporate network of Affiliates, allowing multi-format publications on fully customized walls, in which users can perform all known interactions: share, rate, comment or follow.

- **Powerful content manager** that supports a wide range of formats (documents, audio, video, etc.)

- **Communication   Platform:**   synchronous   (chats)   and   asynchronous communications (e-mail, messaging etc.), **and** integrated video conference support and Live Streaming of events.

Member States will be able to join the Platform, with a defined profile, in order to be better connected to the activity within the network of the Affiliate Members. Annex V gives more details on the activities with Affiliate Members.

Priority 3: Create more and better jobs: education and employment

UNWTO.Academy

49.   As one of the pillars under this priority, UNWTO has rebranded the Themis Foundation into the UNWTO.Academy, working on the establishment of international centres and an online education and training platform to improve skills, education and specialized training programmes. Discussions have been held with Saudi Arabia, Portugal, Switzerland, Georgia and Costa Rica to start delivering Executive Education through International Centres in these countries during 2019. Annex VII is dedicated to the Academy.

Job creation

50.   UNWTO is advancing research on the future of work in tourism. As requested at the 8th Meeting of the G20 Ministers of Tourism held in Argentina in 2018, a report on the subject will be presented by UNWTO at the 9th Meeting to be held in Japan, on 26 October 2019.

Priority 4: Build resilience and facilitate travel: safe, secure and seamless travel

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51.   UNWTO is collaborating with the World Health Organization (WHO) to improve countries' preparedness to public health emergencies, notably the need for improved information sharing as required by the International Health regulations and integrated approaches across the actors of air transportation, public health and tourism.

Tourism and Air Transport

52.   As recalled in the Joint Statement on Aviation and Tourism: Hand in Hand for Sustainability, signed on 18 March 2013, and in the Medellin Statement on Tourism and Air Transport for Development, adopted on 14 September 2015 by the International Civil Aviation Organization (ICAO) and the World Tourism Organization (UNWTO), air transport and tourism are major contributors to global economic prosperity, generating numerous socio-economic benefits and spin-offs.

53.   The First UNWTO/ICAO Ministerial Conference on Tourism and Air Transport in Africa held in Cabo Verde in 2019 was part of a process aiming at building on progress and advancements achieved in both sectors as well as to generate pragmatic solutions that will enable African States to maximize the benefits of tourism development and air transport services in the continent. As part of the conference preparations, UNWTO prepared a dedicated report on 2019 Visa Openness for Africa, which was released during the conference and is available here.

Priority 5: Protect our heritage: social, cultural and environmental sustainability

Measuring the Sustainability of Tourism (MST)

54.   Statistical data can provide credibility to the tourism sector, support advocacy, foster dialogue and collaboration, feed more effective and coherent policy, and promote transparency and stronger institutions. "What you can't measure, you can't manage". This is especially so when tourism is just one among many policy areas which governments must consider in working towards sustainable development.

55.   As part of the continuous quest to improve the measurement of tourism, UNWTO launched the Measuring the Sustainability of Tourism (MST) line of work to expand the field of tourism statistics beyond the measurement of volumes and economic impacts to include also social and environmental aspects. Led by the multidisciplinary Working Group of Experts on MST, under the auspices of the UNWTO Committee on Statistics and supported by the UN, MST aims to support countries better understand the status of tourism sustainability and monitor progress. This is especially relevant in the era of Sustainable Development Goals.

56.   UNWTO, through its UNWTO Committee on Statistics, has led the development of the only two UN international standards available in tourism[2], and it is now pioneering what could become the third: the International Recommendations for Measuring the Sustainability of Tourism (provisional title for the document containing the statistical framework for MST). This document has undergone various drafts and consultations. The UN Statistical Commission supported MST since its inception and, at its 50th session held in March 2019, supported the process towards finalization of the MST statistical framework with the objective of submitting it to the UN Statistical Commission for endorsement in March 2020.

57.   Several countries (including UNWTO Member States and non-Member States) have been a part of the pioneering effort in the development and pilot implementation of MST. These include: Austria, Canada, Fiji, Italy, Mexico, the Netherlands, the Philippines, Saudi Arabia and Sweden; and more countries have made expressions of interest.

58.   With regard to supporting implementation in countries of international standards, UNWTO is currently developing a Tourism Satellite Account (TSA) Compilation Guide in coordination with the UN Statistics Division and continues its capacity building activities

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[2] The *International Recommendations for Tourism Statistics 2008* and the *Tourism Satellite Account: Recommended Methodological Framework 2008*.

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on basic tourism statistics and TSA. It also maintains the most comprehensive database available on the tourism sector.

International Network of Sustainable Tourism Observatories (INSTO)

59. The UNWTO International Network of Sustainable Tourism Observatories (INSTO) welcomed the establishment of three new observatories in 2018. The Alentejo region in Portugal, the South Tyrol Sustainable Tourism Observatory, in Italy, and the Observatory of the city of Panama, in Panama joined the network as partners of committed destinations monitoring sustainable tourism development. In January 2019, during FITUR, joined the first Observatory in Spain (Navarra).

60. Every year, a Global INSTO meeting is held. The 2018 edition continued the tradition of the previous years, the meeting offered discussion rounds and workshops in order to exchange knowledge on achievements and challenges in measuring social, environmental and economic tourism impacts at destinations. In keeping with UNWTO's priority of promoting technological innovation that fosters sustainable tourism, attendees took part in three workshops on the potential of geo-referenced information for destination planning.

Sustainable consumption and production in the tourism sector

61. Providing tools and solutions for the shift to SCP: The Sustainable Tourism Programme has also continued tacking stock and raising awareness of ongoing projects, tools and solutions to accelerate SCP in the tourism sector. In 2018, over 100 initiatives and resources were connected to the programme's online portfolio covering a variety of topics such as local economic development, the inclusion of women's groups through upcycling, creating linkages with MSMEs in the tourism supply chain, food loss and waste reduction, sustainable resource use or sustainable destination management. As part of the ongoing webinar series, the Coordination Desk with support from UN Environment and the French government organized three additional sessions with the following titles: "Sustainable business models on circularity in the built environment", "Circular economy – exploring an innovative approach for the tourism sector" and "Circularity in sports events".

62. In March 2019, UNWTO was appointed by the One Planet Secretariat (UN Environment) to continue leading the One Planet Sustainable Tourism Programme for the period 2019 - 2022. The Government of France (Ministry for the Ecological and Inclusive Transition) was also renewed as Co-lead, and the Government of Spain as new Co-lead. The expressions of interest received for the two additional Co-lead seats are under discussion and evaluation.

UNGA Sustainable Tourism Report and Resolution

63. Based on the report prepared by UNWTO (July 2018), the UN General Assembly adopted, on 20 December 2018, by consensus, the resolution entitled, "*Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection*" (A/RES/73/245). The resolution, which was sponsored by a total of 94 delegations, recognizes that sustainable tourism, including ecotourism, is a cross-cutting activity that can contribute to the three dimensions of sustainable development and the achievement of the SDGs and stresses, among others, the need to ensure the integration of sustainable consumption and production patterns in the tourism sector.

Tourism and climate change

64. UNWTO, together with the International Transportation Forum (ITF) is working on an updated estimate, from a transport perspective, of the overall contribution of the tourism sector to GHG emissions, with actionable policy recommendations. The results of this research will be presented and discussed at the High-Level Summit on Innovation and Sustainable Development in Tourism, organized within the framework of UNWTO's General Assembly. Scenarios-policy implications for reduced emission intensity and actionable tourism policy recommendations are the main expected outputs from the study.

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Gender equality and Tourism

65.   The importance of gender equality and the empowerment of women and girls has been underscored in the United Nations' Sustainable Development Goal 5 - Achieve gender equality and empower all women and girls by 2030. Tourism being an industry, in which women make up the majority of the workforce, although still concentrated in lower-paid, more vulnerable employment, is particularly concerned towards gender equality.

66.   Against this backdrop and in view of the success of the First Edition of the Global Report on Women in Tourism, UNWTO has partnered again with UN Women for a Second Edition of the Report which has counted with further backing from new partners: GIZ (the German Development Agency), World Bank and Amadeus.

67.   Moreover, prompted by 12 women Ministers of Tourism in Africa, the UNWTO Leadership Taskforce on Women Empowerment in the tourism sector was created in 2018. The Taskforce has thus far held three meetings and agreed its Terms of Reference.

68.   In the same context and with the aim of underscoring the need for a level playing field in the tourism sector to achieve equality, the First UNWTO Regional Congress on Women Empowerment in the Tourism sector will be hosted by the Government of the Republic of Ghana, in November 2019, with a focus on Africa.

Tourism and Culture

69.   Cultural tourism is seen as an important driver for supporting heritage conservation, safeguarding cultural expressions and economic development. The Declaration of the 3rd UNWTO/UNESCO World Conference on Tourism and Culture, which was held in Istanbul in 2018, highlighted the importance of strengthening synergies between tourism, culture and local community stakeholders in order to maximize the reach of the benefits of tourism. The next World Conference on Tourism and Culture is planned to be held in December 2019 in Kyoto, Japan.

Accessible Tourism for All

70.   UNWTO continues to collaborate on Accessible Tourism with the Spanish ONCE Foundation for the Social Inclusion of Persons with Disabilities as a central part of responsible and inclusive tourism development. Further, together with the Ministry of Tourism of Ecuador, UNWTO is organizing the First UNWTO International Conference on Tourism and Accessibility which will be held Quito, Ecuador during the second half of this year.

71.   Work is also under way for the launching of the "UNWTO Recognition of Accessible Tourism Destinations", which is being coordinated with Fundación ONCE, in order to recognize and promote accessible tourism destinations. The first recognition may be granted during 2019.

72.   The Affiliate Members Department continues to work in this area through the Working Group on Accessible Tourism, led by Affiliate Member RedEstable. This is in an initiative aimed at increasing awareness and knowledge on accessibility in tourism with an aim to establish joint training mechanisms for UNWTO Affiliate Members and other organizations and individuals involved in accessible tourism; implement procedures which will help improve the promotion and commercialization of accessible tourism products; support and contribute to the standardization of accessible tourism products

Global Code of Ethics for Tourism

73.   The English version of the Framework Convention on Tourism Ethics - which is based on the Code of Ethics - was approved by the General Assembly in 2017. Following resolution 707(XXII), the Secretariat has coordinated the translation and validation of the text in all UNWTO official languages in order to present the Convention for adoption at the 23rd General Assembly (Saint Petersburg, Russian Federation, 2019). If adopted, this would

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be the first International Convention of UNWTO. This issue is discussed in document A/23/10.

74. The work carried out by the World Committee on tourism Ethics, notably the preparation of the Recommendations on Sustainable Development of Indigenous Tourism is presented in document A/23/11.

Tourism and SDGs – contributing to the 2030 Development Agenda

75. UNWTO organized a "Tourism Donors Round Table for the 2030 Agenda" aiming at scaling up International Aid flows for Tourism Financing for the 2030 Agenda, during the WTO-OECD Aid for Trade Review (July 2019) in Geneva, in partnership with other development partners and UNWTO Member States.

76. The Affiliate Member Working Group on SDGs Support, led by Affiliate Member Hostelling International aims at 1) enhancing SDGs' understanding by building awareness and support among the Affiliate Members; 2) ensuring the SDGs are prominently positioned within the Affiliate Members Department Programme of Work; 3) exchanging knowledge and insights regarding the SDGs; 4) understanding and identifying future challenges and opportunities and 5) working to enrich the resources upon SDGs topic with contributions from the private and not-for-profit sectors

United Nations Reform - Repositioning the United Nations development system - and the implications for UNWTO

77. This issue was presented to the Council at its 109th and 110th sessions. UNWTO's contribution to the cost sharing of the UN Resident Coordinator System – UNSDG shall overall enhance UNWTO's delivery for developing Member States at country level. Operational and financial obligations and related benefits for UNWTO are detailed in the Annex X.

78. The Secretary-General recalls to the Members that the UN Resident Cost sharing amount of 100,000 USD per annum was neither planned nor included in the 2016-2017 UNWTO Programme of Work and Budget, nor was it included for the biennium 2018-2019. The potential liability for past amounts needs to be clarified with the financial and legal teams and a solution found with the UNSDG.

79. As from 2020-2021, the Secretary-General recalls to the Members that under the UN Resident cost-sharing arrangement, as per the UN Resolution 72/279 Art II.10 (b), UNWTO's annual contribution to the UNSDG shall be of 200,000USD per annum, amounting to a total of 400,000USD for the period of 2020-2021.

80. Additionally, the executive decision to contribute to the UNSDG - RC system will require UNWTO to significantly revise the modus operandi of the Regional Departments and make additional provisions for Human Resources to manage new coming opportunities from UNCT. Furthermore, Member States would need to be better prepared and empowered to leverage the benefits of the RC System at the country level.

81. The Secretary-General submitted this issue to the Executive Council at its 110th session for its decision. The Council has decided the following:

> *The Executive Council,*
>
> *(…)*
>
> *Having heard the explanations of the Secretary-General regarding the implications for UNWTO of the United Nations Reform, and notably, of the UNWTO's membership in the United Nations Sustainable Development Group (UNSDG),*
>
> *9. Decides that UNWTO shall not be part of the UNSDG for the forthcoming biennium, and that UNWTO membership will be reconsidered for 2022-2023.*

82. The matter is now submitted to the General Assembly for its final decision.

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IV.   Draft Programme of Work 2020-2021: Areas of work

83.   Framed in the Management Vision of the Secretary-General, the draft programme of work 2020-2021 is conceived as a continuation of the current one. Priorities and objectives have been recalled in **Part II** of the present report.

84.   The following tables summarize, for each strategic objective and programmatic priority, the different areas of work or sub-objectives, their description, expected outcomes, outputs and/or deliverables, the department(s) in charge at the UNWTO Secretariat and the connection with different Sustainable Development Goals and Targets of the 2030 Agenda.

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Objective 1. Position tourism as a policy priority

Sub-objectives	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
1. To position of tourism as a tool of sustainable development in international, regional, national and local agendas;	Implementation of the Agenda 2030 is reflecting tourism as a key sector for sustainable development. Implementation of the "UNWTO Agenda for Africa 2030 - Tourism for inclusive growth" initiative (see Annex IX)	**Indicator:** Number of tourism references in various national policy papers against baselines, e.g. HLPF - Voluntary National Reviews (VNR), UNDAFs, DTIS, National Strategies **Target:** 150 documents reviewed by 2021 including national policies and VNRs since 2017. **Baseline:** 101 national tourism policies, 2016 and 2017 VNRs reviewed **Tourism Agenda for Africa Indicators:** to be developed once full programme is designed	OFSG, IRP,SDT, COMM, RDs, TECO, AMD	All SDGs
	Advocacy through an improved SDGs Platform (http://tourism4sdgs.org/) in order to enhance understanding of tourism as a tool for achieving the SDGs	**Indicator:** number of new platform modules / features running **Target:** 4 modules by 2021 **Indicator:** a) Number users of the platform; b) Number of submissions, i.e., activities uploaded c) % of returning visitors **Baseline:** a) 43,972 users (2018-Q3 – 2019-Q1); b) 382 submissions (2018-Q3 – 2019-Q1) c) 16% of returning visitors (2018-Q3 – 2019-Q1) **Target:** a) increase by 100% the number of users, by end of 2021; b) Increase by 100% of submissions, by end of 2021;	OFSG, IRP,COMM, RDs, AMD	SDG 17

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Sub-objectives	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
		c) Increase to 50% the number of returning visitors, by end of 2021.		
	Finance tourism as a recognized tool for development and inclusive growth by relevant stakeholders including in the UN system: • Inclusion of tourism in ODA/AfT flows planning from Multilateral and bilateral donors increased; • Private sector support and contribution increased; • Synergies with other UN system entities and at CEB level enhanced.	**Indicator:** number of donors including tourism in ODA/AfT flows planning **Target:** Increase by 50% the number of donors including tourism in ODA/AfT flows planning, by end of 2021 **Indicator:** number of private sector actors contributing to tourism **Target:** Increase by 5% the number of private sector actors contributing to tourism by end of 2021 **Indicator:** a) number of cooperation agreements (covering, projects, events, research…) signed with UNS entities; b) number of references to tourism in CEB	IRP	All SDGs

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Sub-objectives	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
		documents **Baseline:** 0 (2018) **Target:** a) Sign 4 cooperation agreements signed with UNS entities, by end of 2021 b) Have 3 references to tourism in CEB documents, by end of 2021.		
	UN reports and resolutions and relevant international documents, featuring tourism • Recognition of tourism by the international donors' community increased. • UN GA Resolutions and HLPF monitored • Preparation for UN LDC-V conference and Rio+30 ongoing	**Indicators:** Number of sponsoring countries for the UNGA Resolution on "Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection" **Target:** 90 countries **Indicator:** Number of references to tourism in UN Documents and other relevant international documents **Target:** Increase by 50% the number of references to tourism in UN Documents and other relevant international documents, by the end of 2021. **Indicator:** a) Number of documents monitored b) Number of references to tourism in UN Documents and other relevant international documents. **Target:** a) 3 documents monitored by 2021; b) Increase by 50% the number of references to tourism in UN Documents and other relevant international documents, by 2021. 4.3. **Indicator:** a) Inclusion of Tourism in the UN LDC-V conference and Rio+30	SDT, IRP	All SDGs

Sub-objectives	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
		b) Participation of UNWTO in the UN LDC-V conference and Rio+30 4.2. **Baseline:** 0 (2018) 4.2. **Target:** a) Inclusion of Tourism in the outcome document of the events; b) UNWTO participation in UN LDC-V conference, in 2021.		
	Executive Course on Tourism for the 2030 Agenda to Empower Member States and for better including tourism in national 2030 Agendas.	**Indicator:** XB Resources required **Baseline**: 0 EUR **Target**: 300,000EUR (end 2020) **Indicator:** number of attendees **Target**: 200 attendees, by end of 2021.	IRP	All SDGs
	Strengthening of institutions, including formulation of national tourism legislation, and public and private partnerships in the tourism sector.	**Indicator:** number of PPPs signed **Baseline:** 0 (2018) **Target: have** 4 PPPs signed, by end of 2021.	TECO, RDs	All SDGs
	Advance the role of tourism in the Urban Agenda	**Indicator:** Number of Mayors and Vice-Mayors of major cities taking part in the Mayor's Forum **Baseline:** 16 (2019) **Target:** 20 **Indicator:** Number of Cities endorsing the UNWTO Recommendations on Sustainable Urban Tourism **Baseline:** 0 (recommendations to be approved at the GA**)** **Target:** 10	TMIC, RDs	8, 11

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Sub-objectives	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
2. To promote cross-cutting government coordination for tourism development	Integration of tourism in national policies and plans and securing resources for tourism development, especially those related to economy, trade and sustainable development, environment, as well as such on environment, natural resources, urban planning, transport, culture and national security. Technical advice on institutional structure of inter-ministerial coordination. Analysis of Tourism Policies	**Indicator:** number of national policies and plans integrating tourism **Target:** Increase by 15% the number of national policies and plans integrating tourism, by 2021. **Indicator:** % of national resources allocated to tourism development **Target:** Increase by 20% the amount of national financial resources allocated to tourism development, by end of 2021. **Indicator:** Analysis of Tourism Policy Priorities and Strategies **Target:** Report by end 2020	RDs, TECO, IRP, TMIC, ALL	All SDGs
3. To build better policies and institutions, including reliable statistical systems.	UNWTO Quest Certification Revision of UNWTO Quest Indicators	**Indicator:** destinations trained and audited) **Baseline:** 2018-19: 2 **Target:** 2020: 4 new audits 2021: 6 new audits **Indicator:** Update to changes in the market **Baseline:** Existing Guidelines **Target:** End 2020	Academy, TMIC	All SDGs
	Follow up the implementation of the recommendations of the Baseline Report on the Integration of Sustainable Consumption and Production (SCP) into Tourism Policies	**Indicator:** Number of Member States taking action on SCP **Baseline:** As per Baseline Report on Integration of SCP in tourism policies **Target:** Increase of SCP policy instruments per SCP impact area by 2021	SDT	SDG 8, SDG 12
	Development and strengthening of national tourism statistical systems and measurement of the economic impact of tourism Technical assistance on tourism		STTC, TECO	SDG 16

Sub-objectives	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
	statistics and TSA Capacity Building Workshop in Africa Statistical frameworks like TSA and MST guide countries in their production of internationally comparable data that feed better policies and better positioning tourism, including the Sustainable Development Goals.			

Objective 2. Lead in knowledge creation and policy

Sub-objectives	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
1. To develop international standards, policy recommendations and guidelines;	Recommendations, guidelines, standards and indicators for making tourism infrastructures, products and services more accessible for all, in particular for people with disabilities and specific access requirements (incl. seniors, families with young children, people with temporary disability, etc.), as a result of the Chairmanship over the ISO TC228 Working Group 14 "Accessible Tourism" to develop the ISO standard 21902: "Tourism and related services - Accessible tourism for all – Requirements and Recommendations". Develop gender mainstreaming policy guidelines for national tourism administrations UNWTO Recommendations on Rural Tourism and Regional Development	Recommendations published	ECSR TMIC	SDGs 1/ 4/ 5/ 8/ 9/ 11/ 12 Targets: 4.5 / 5.a / 5.c / 9.1 / 11.7 /
	Development of a Statistical Framework		STTC	All SDGs

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Sub-objectives	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
	for Measuring the Sustainability of Tourism (MST) which aims to complement the TSA and IRTS—currently there are only 2 international standards in tourism (also led by the Statistics Department). TSA Compilation Guide, which provides practical guidelines for countries to implement TSA (to be published in several languages).			
	Development of recommendations as part of technical cooperation projects (national or sub-national tourism strategies), notably TSA implementation, hotel classification and guidelines on source market penetration..	Monitoring included in project reports to donors	TECO & SR RDs, TECO, Operational departments	8,9,16
	Update database of sustainability and SCP in national tourism policies and release findings	**Indicator:** Number of policies studied **Baseline:** 101 countries participated in 2018 Baseline Report/ 73 national tourism policies were systematically reviewed and coded **Target:** In 2021, 10% increase in countries participating in the update and in policies reviewed	SDT	SDG 8, SDG12
2. To carry out market research on programmatic priority areas;	Development of UNWTO Dashboard Tourism 2040 – Long term forecasts and vision Research on tourism trends, such as: • Asia Tourism Trends Report (GTERC) • UNWTO World Tourism Barometer (4 issues/year) • UNWTO Tourism Highlights	**Indicator:** Release of the UNWTO Dashboard **+** Number of partners in the dashboard **Baseline:** 0 partners **Target:** 2 partners providing data	TMIC	SDGs 8/11/12
3. To advance national	Technical assistance on tourism	**Indicator:** Number of countries benefitting	TMIC, STTC,	SDG 8

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Sub-objectives	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
capacity to compile tourism data and its comparability;	statistics and TSA Capacity Building Workshops Statistical database Technical assistance on market research, big data and data analytics	from technical assistance missions in statistics/TSA **Baseline:** as per Annex IV UNWTO on the ground	TECO	
4. To exchange good practices on tourism policies.	Compilation of Case Studies on Rural Tourism Online Platform for Case Studies on tourism policies and products (evaluate coordination with tourism4sdgs.org) Technical assistance on sustainable tourism policy to align SDGs with National Tourism Master plan	**Target:** Release of the case studies platform (Dec 2020)	TMIC, RDs,	SDGs 1/ 5/ 8/ 9/ 11/ 12
	Sustainable Tourism Policy Talks disseminated through UNWTO social media and events Side-event at HLPF	**Indicator:** Number of talks released; **Target:** By end 2021, at least 25 STP Talks have been disseminated **Indicator:** Approval of submission to UNDESA for the organization of a side-event received; **Baseline:** First event organized in 2018; **Target:** One vent per year	SDT	All SDGs

Objective 3. Build better value for Members and expand membership

Sub-objectives	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
1. Responding to Members' needs and offering fit-for-purpose services;	Provision of direct technical assistance catered to the exact needs of Member States		RDs, TECO, STTC	All SDGs
2. Strengthening technical	Organization of specific events			

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Sub-objectives	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
expertise to deliver more and better services to the Members and support the mainstreaming of tourism in their national agendas, based on comparable and credible data;	requested by members, for example: • Executive Training Programme for Asia-Pacific in Cambodia (2020) • Rural and ecotourism conference in Iran (2020) • The 3rd International Congress on World Civilization and Historical Routes in Cambodia (2021)			
3. Provide exposure to Tourism Ministers – Member States to play a key role in other global spheres related to Trade and Economic Development, the UN System and Global agenda.	Recognition and positioning tourism in the global growth agenda and at the national governance levels. Organization and /or Participation in high level (HL) Tourism events, within the framework of WTO and other IFIs, IOs, as well as UN System.	**Indicator:** number of HL tourism events within the framework of WTO and other IFIs, IOs, as well as UN System, organized per year or in which UNWTO actively participated in; **Baseline:** 2 (2018) **Target:** a) Participate/organize 5 high-level tourism events within the framework of WTO and other IFIs, IOs, as well as UN System, by end of 2021; b) UNWTO Secretariat or MS participate in 5 high-level tourism events organized within the framework of WTO and other IFIs, IOs as well as UN System, by end of 2021;	IRP	SDG 8
	Develop tourism training, and collection and assessment of relevant tourism data, as part of cooperation with the private sector.		TECO & SR	SDGs 1/4/8/9
4. Attracting new Member States.	Lobbying actions to attract new MS undertaken, including at UN HQ in Geneva, such as: • Invitation of non-MS to Regional Commission meetings • Pioneering MST Pilot Studies: by non-Member states	**Indicator:** Number of lobby actions undertaken per year **Baseline:** 1 (2018) **Target:** 3 lobby actions implemented, by the end of 2021.	OFSG, RDs, IRP, STTC	
5. Attracting new Affiliate Members.	Promotional tours to areas with few or none Affiliate Members in order to present the Department and the benefits of joining, with the support of the		AMD	SDG 17

Sub-objectives	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
	national tourism authorities.			

Objective 4. Increase resources and strengthen UNWTO's capacity through partnerships

Sub-objectives	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
1. To increase resource mobilization efforts and international public finance for tourism, including through ODA, Aid for Trade (AfT) and Foreign Direct Investment (FDI). 2. To ensure the financial sustainability of the Organization in terms of the regular budget through close collaboration with the Member States, increased voluntary contributions and rigorous budget control.	Build and enhance UNWTO's institutional capacity to mobilize resources • Financial and Administrative Framework Agreement with EU (FAFA) • Framework agreements with other donors, IFIs and IOs. Alignment with Donors requirements. • UNWTO XB financial resources increased	**Target:** Financial and Administrative Framework Agreement with EU (FAFA) signed by 2021 **Indicator:** number of framework agreements with donors, IFIs and IOs signed **Baseline:** 1 (2018) **Target:** 3 framework agreements with donors, IFIs and IOs signed, by end of 2021. **Indicator:** Amount of XB funds related to the signed framework agreements **Baseline:** 2018 **Target:** Increase financial resources: Extra-budgetary to reach 50% of Regular budget, by the end of 2021.	IRP, OFSG, BDFN, LGCO, RDs, TECO	All SDGs Targets: 17.3/ 17.16/ 17.17
	Revision and updating of resource mobilization strategy, action plan and road map, including: • diversification and innovation in 2030 Finance Architecture • Enhancement of Secretariat and Member States capacity in raising funds for development through tourism	**Target:** Resource mobilization strategy revised by 2020 **Target:** Action plan implemented, by 2020 **Target:** Resources Mobilization Road Map monitored, by end of 2021.	IRP, all departments	
3. To build strategic partnerships to leverage more resources—both financial and non-financial (skills and competences).	Effective partnerships contributing to the visibility of UNWTO's leading role in tourism. New opportunities and mechanisms for increasing Official Development Assistance (ODA), Aid for	**Target:** Multi-partner Trust Fund to become operational before end 2021	IRP, ODs, RDs SDT/IRP AMD	SDGs 12 / 17 Target: 17.6

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Sub-objectives	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
4. To expand partnerships with the private sector and academia to enhance the technical and financial capacity of the Organization to deliver for all UNWTO Members.	Trade (AfT), as well as the engagement of private sector and Civil Society. Support to the Multi-partner Trust Fund of the One Planet network Expand partnerships that have proven results			
	The UNWTO Innovation Hubs Network will bring regional entrepreneurs into direct contact with the public sector, investors and business development partners. So far, Hubs have been established in 2 UNWTO regions	**Target:** Network to expand to all regions in 2020	IDT	17

Priority 1: Make tourism smarter: innovation and the digital transformation

Areas of work	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
1. Bring together the key stakeholders, including governments, academia, corporations, SMEs and start-ups, investors (business and super business angels, venture capital, etc.) and business development partners (accelerators, incubators, etc.) in order to boost innovation and entrepreneurship. 2. Organize innovation forums dedicated to tourism aimed at bringing together all the	• 2nd UNWTO Tourism Startup Competition, gathering another large pool of startups, the best of which would compete in the finals in January 2020 • On a regional level, startups from this pool will be invited to attend UNWTO Tourism Tech Adventures, to be celebrated in each region, in order strengthen the national entrepreneurship ecosystems; • 1st UNWTO Sports Tourism Startup Competition to bring together entrepreneurs working in sports tourism and put them into direct contact with key players in the sector.	**Targets:** - To hold 5 Tourism Tech Adventures a year (one in each UNWTO region) with participation from 10-15 regional startups in each event. - Involvement of 10 Venture Capitals in each event and increase the database of VCs from 80 to 500 by 2021 - Increase submissions in Gastronomy competition by 20% by 2021 with participating startups from every region.	IDT, AMD, Academy	SDGs 8/9/17

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	Areas of work	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
	actors of the ecosystem to boost innovation, entrepreneurship and investment in tourism.	• 2nd Edition of the UNWTO Gastronomy Tourism to be celebrated in 2020			
3.	Create a UNWTO Innovation Hub Network where the most disruptive tourism start-ups worldwide will have the opportunity to be inspired by Tourism Innovation Leaders, meet corporations and investors and learn from highly technical workshops on how to scale and go global. UNWTO Member States will also have the opportunity to launch national Tourism innovation challenges at the Hub.	UNWTO Innovation Hubs are to be launched in all 5 regions and each Hub will be expected to develop and host at least 2 conferences or capacitation activities per year for both public and private sector stakeholders	All participating Hubs will be expected to complete an annual survey on their progress	IDT	SDGs 4/8/9/17
4.	Create a Tourism Innovation Leaders community.	UNWTO Investment Network, in partnership with the World Economic Forum (see priority 2-3) 1st UNWTO General Assembly for Youth in Tourism to provide a platform for young people with innovative ideas to come together and share ideas, best practices, and solutions to the challenges facing tourism today.		IDT	SDGs 8/9/17
5.	Foster innovation in product development and marketing.	Develop UNWTO Destination Marketing Data Analytics and Labs Brand Africa Programme – Training of African NTOs and DMOs on market intelligence, branding, digital marketing	**Indicator:** Number of workshops **Baseline:** 0 **Target:** 3 workshops in Madrid on tourism market intelligence , data analytics and marketing engaging relevant partners)	TMIC, UNWTO Academy, IDT, RDs	SDGs 1/ 8/ 7/ 9/ 12/ 13/ 15

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Areas of work	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
	and social media UNWTO Forum on Gastronomy Tourism (1-3 June, 2020, Bruges, Flanders, Belgium / 2021, San Sebastian, Spain) UNWTO Global Conference on Wine Tourism (Portugal, 2020 / Italy, 2021) Conference on Mountain Tourism (11-13 March 2020, Andorra) UNWTO High-Level Masterclasses in the framework of the regional Tourism Tech Adventures to share information on new technologies, the use of big data project and social media marketing to regional High-level tourism authorities	Indicator: Number of workshops Baseline: 0 Target: 2 workshops on branding/marketing in Africa	TMIC, UNWTO Academy, IDT, RDs	
6. Advance smart destinations through the development of guidelines, models and sharing of good practices.	Continued cooperation with Spain on smart destinations Partnership with the Massachusetts Institute of Technology (MIT) to develop the 1st UNWTO Guidelines for Member States; Presence in Specialized Innovation Forums with a focus on Edtech, Smart Cities and global tourism	**Target:** Guidelines published in 2020	IDT, SDT, TMIC, AMD	SDGs: 8/ 9/ 17
7. Produce strategic content and facilitate capacity building on innovation and digitalization in tourism, which will enable UNWTO Member States to take smarter decisions concerning the use of technologies and non-traditional data for tourism	Developing guidelines and policy recommendations in response to key impacts of the digital transformation on the tourism sector. Data Intelligence Workshop for NTA, NTOs and DMOs (smart destinations) with partners (Google, Mastercard, Amadeus, etc.)	**Target:** Guidelines released before end 2021;	IDT, TMIC, STTC	SDGs: 8/ 9/ 12/ 14/ 15 Targets: 12.1, 12.2, 12.5, 12.b. 14.2, 14.5, 14.7 15.1, 15.2, 15.4, 15.5, 15.7, 15.9

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Areas of work	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
development and will provide them with an understanding of the current social trends and customer needs.	Guidelines for participatory Geographic Information System (GIS)planning for environmental conservation through tourism			

Priority 2: Grow our competitive edge: investments and entrepreneurship

Areas of work	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
1. Improve the business environment in UNWTO Member States by stimulating entrepreneurship and SMEs in tourism and other sectors along the tourism value chain, including the production of knowledge and data on access to finance and investment in tourism. 2. Establish an Annual Global Tourism Investment Forum.	Assist Member States to undertake tourism value chain analyses to identify opportunities to enhance the local economic impact from tourism. Startup competitions, Global Tourism Investment Roundtable Series, Global Forum on Innovation and Digital Transformation, Tourism Tech Adventures, UNWTO Innovation Hubs (see priority 1)		TECO, IDT, RDs	All SDGs
3. Support Member States in attracting investments through, among others, the promotion of specific tourism lines within existing funding institutions.	Joint Global Investment events with UNCTAD, IFIs and IOs	**Target**: a) One Global Investment event for Tourism, jointly organized with UNCTAD, IFIs and IOs, in 2020; b) 10 key partners and donors participating in the Global Investment event, in 2020.	IDT, IRP, RDs	All SDGs
	UNWTO Investment Network, in partnership with the World Economic Forum,	**Target:** a platform where projects can be uploaded directly by Member States, connecting them with UNWTO's network of 80+ investors from over 35 countries, ready by 2021	IDT	SDG 17

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Priority 3: Create more and better jobs: education and employment

Areas of work	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
1. Strengthen Members' capacity in tourism education.	International Centres associated to the UNWTO Academy Tailor-made Executive Education Courses in Member States Online Tourism Education and Training • Creation of MOOCs/online courses for Tourism professionals • Online Tourism Education Platform providing access to all partners' online training Curricular Content on Tourism at High School level Technical assistance in the formulation of human resource development policies in tourism; design and implementation of skills development programmes	Target: • 2 international centres created/ year • period 20-21: +/- 600 people trained (Officials+ general public) • Target: 20 courses by end 2021	Academy, TECO	SDG 4
2. Support Members in the development of frameworks and policies that enable job creation.	UNWTO.TedQual Certifications Technical assistance in design and implementation of investment policies, ease-of-doing business, etc.	**Indicator:** Tourism education and training programmes **Baseline:** 220 TQ programmes **Target:** by end 2021: 250 programmes	Academy,	SDGs 4/ 8
3. Advance data analysis and research on the impact of tourism on jobs and the future of work in the sector.	Statistical Database includes employment data and partnership with ILO will help improve its coverage. Partnership with ILO also includes the development of an Employment chapter in the Statistical Framework for Measuring the Sustainability of Tourism (MST)		Academy, TMIC, STTC	SDG 8

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	Areas of work	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
4.	Promote talent development and the image of employment in tourism.	World Tourism Students' League (National and Global) Talent Development Forums Talent Development Platform	**Indicator:** Institutions participating (6-man teams) **Baseline:** 0 (in 2018-19) **Target:** 30 Institutions in 2020, 50 Institutions in 2021 **Indicator:** Forums/Participants **Baseline:** 0 (in 2018-19) **Target:** 100pax in 2020 and 2021	Academy, TMIC	SDGs 4/8
5.	Promote training on labour inclusion for people with disabilities	Facilitate the labour inclusion of people with disabilities in collaboration with other public (e.g. INSERTA) and private sector entities.		ECSR	SDGs 8/10 Targets: 8.5 and 10.2
6.	Gender empowerment	10 Women per Tourism Empowerment pilot programme in selected countries (in Africa and South America), in cooperation with other UN Agencies and private sector partners.		ECSR	SDGs 1/4/5 Targets: 1.2 / 1.b / 4.5 / 5.a and 5.c

Priority 4: Build resilience and facilitate travel: safe, secure and seamless travel

	Areas of work	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
1.	Collection and coding of visa policies for 2020 for analysing entry border formalities including visa and security mechanisms.	Global Visa Facilitation report	**Indicator:** National Visa Policies reviewed **Baseline:** 216 countries and destinations were reviewed in 2018 **Target:** 216	SDT	SDGs 8/9
2.	Strengthen cooperation with international transport organizations to carry out research and support Members to increase connectivity.	Preparation for the UNWTO/ICAO 2ND Ministerial Conference on Tourism and Air Transport, including Declaration and Action Plan	**Indicator:** Participants **Baseline:** 100 participants from 40 countries (2019) **Target:** 150 participants from 50 countries	SDT	SDGs 8/9
3.	Enhance Members' resilience through crisis preparedness and	UPDATE the Publication 'Toolkit for Crisis Communications in Tourism'	**Target:** New interactive publication, with option for download delivered by 2021	COMM, UNWTO Academy	SDG 16

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Areas of work	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
communication.	Delivering crisis communications workshops for Member Countries as requested Crisis Communications Preparedness Workshops			

Priority 5: Protect our heritage: social, cultural and environmental sustainability

Areas of work	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
1. Advance the measurement of tourism economic, social and environmental impacts through the Measuring Sustainable Tourism Initiative (MST) and UNWTO's International Network of Sustainable Tourism Observatories (INSTO).	Development of international recommendations for Measuring the Sustainability of Tourism (MST) to expand tourism statistics beyond the measurement of volumes and economic impacts and to include also social and environmental aspects.	Present international recommendations for MST to UN Statistical Commission for endorsement	STTC, SDT, ECSR	SDGs 1/ 2/ 5/ 6/ 7/ 8/ 10/ 11/ 13/ 14/ 15
	INSTO network INSTO annual meeting	**Indicator:** Number of Observatories that join INSTO per year; Baseline: In 2019: 25 Observatories; Target: At least 3 observatories join INSTO per year	SDT	SDGs 5, 6, 7, 8, 12, 13, 14 and 15
2. Advance sustainable consumption and production in the tourism sector, notably through the One Planet Tourism network.	One Planet Sustainable Tourism Programme continues operating successfully according to its PoW	**Target**: Report to ECOSOC submitted annually	SDT	SDGs 12, 13, 14, 15 and 17
3. Support Members in developing tourism as a motor for sustainable development, notably in tourism congestion management in urban destinations and cultural and environmental sites.	Workshops on tourism congestion in urban destinations 2nd UNWTO Mayors Forum on Sustainable Urban Tourism (proposed to be organized on the occasion of the UNWTO Urban Tourism Summit (hosts to be announced for 2020 and 2021))	**Target** : 1 regional workshop **Indicator**: Participation of Mayors and Vice Mayors **Baseline**: 4 Mayors in 2019 **Target**: 6 Mayors in 2020	SDT, TMIC, TECO	SDGs 8 /11

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| Areas of work	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
	9th UNWTO Urban Tourism Summit Technical assistance in policies and strategies for sustainable development through tourism			
4. Evaluate the impact of tourism on climate change and set recommendations on how to adapt and mitigate.	Follow up of the implementation by Member States, and positioning, of the recommendations from the report with Affiliate Member ITF on the updated Co2 footprint of the sector from a transport perspective	**Indicator:** Number of Member States taking action on climate ; **Baseline:** In progress **Target**: TBD according to baseline under development	SDT	SDG13
5. Support the implementation of the Global Code of Ethics, emphasizing the social dimensions of tourism—accessibility, inclusive tourism, gender equality, and child protection—and advance the UNWTO Framework Convention on Tourism Ethics,	• Private Sector Commitments to the UNWTO Code of Ethics initiative • Referral database on implementation actions and good practices by governments and tourism enterprises • Reports to the General Assemblies of the UNWTO and the United Nations • Showcasing best practices on the implementation of the Code of Ethics against the backdrop of SDGs • Organization of two annual WCTE meetings and dissemination of Committee's guidelines and recommendations • 4th and 5th UNWTO Ethics Awards • UNWTO Framework Convention on Tourism Ethics	**Target:** + 20 signatures / year of Private Sector Commitments **Target:** Report to UNGA in 2020	ECSR	SDGs 8 / 12 Targets: 8.2 / 8.3 / 8.b / 12.6
6. Accessible tourism for All	• Technical assistance provided to Member States to design accessible tourism policies and strategies at the national and destination level. • Awareness-raising events on universal accessibility organized by	**Target**: one accessible recognition / year	ECSR	SDGs 9 /11 Targets 9.1 / 11.7

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Areas of work	Outcomes/Outputs/deliveries	Monitoring	Departments in charge	SDGs and targets
	UNWTO and Member States. • Official Recognition of Accessible Destinations			

Sustainable Development Goals (SDGs)

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V.   Structure of the Secretariat

66.   The following UNWTO organizational chart is maintained for the 2020-2021 period.
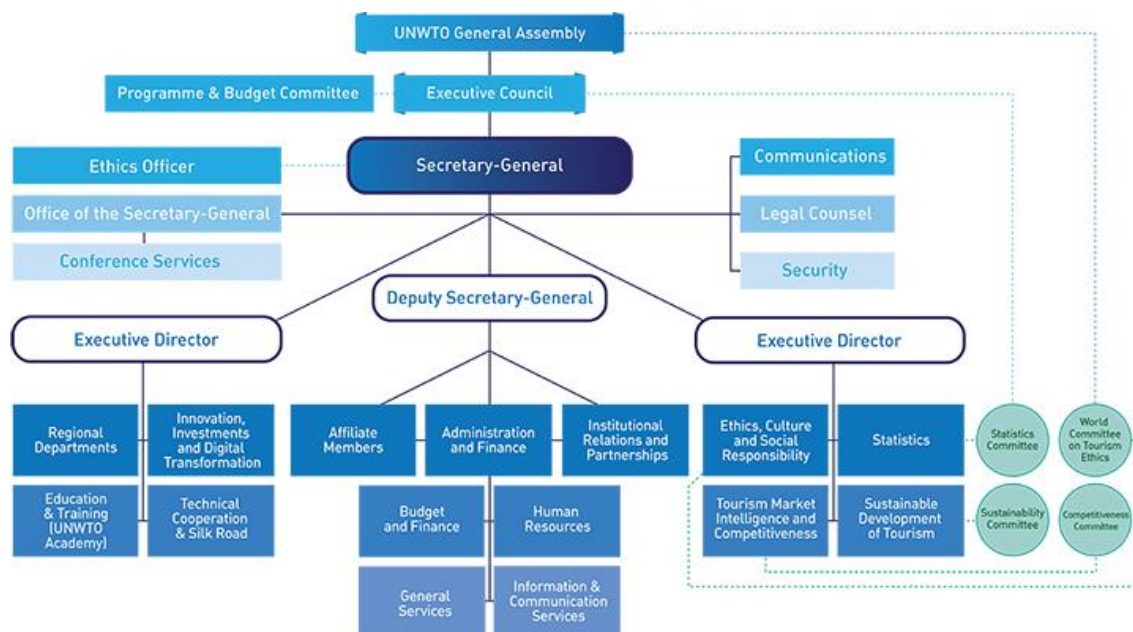
67.   Descriptions of the different departments are available in the table below:

Department acronym	Description
Management	Management includes the Office of the Secretary-General, the Office of the Deputy Secretary-General and the two Executive Directors
COMM Communications	The UNWTO Communications Department contributes to positioning tourism in the 2030 Agenda for Sustainable Development, increasing the digital footprint, as well as generating strategic media relations of UNWTO. A growing and consistent public visibility of UNWTO needs relevant information at its foundation. Factored into a coherent and strategically conceived public outreach, the UNWTO Communications Department grows organizational reputation and thought leadership. These are in turn key to add membership value and broaden UNWTO's influence base.
LGCO Legal Counsel	The Legal Counsel a) advises on UNWTO's legal framework to avoid legal risks at the prevention stage and to protect the Organization from any potential liability, b) verifies agreements, contracts and other legal documents, c) prepares legal opinions/advice for Management and Governing Bodies and d) provides legal security and clarity of UNWTO's legal framework and documents.
SECU Security	Under the supervision of the Office of the Secretary-General, the Security department is responsible for: Relationship with the United Nations Department of Safety and Security UNDSS and implementation of the normative in the UNWTO structure and their procedures (UNSMS). Verification of implementation of security matters for International Events and the corresponding relations with the Host and its security services.

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	Coordination with Spanish Authorities (Foreign Affairs, Interior, Police)
	Security for UNWTO building (Safety and Security)
COSE Conference services	Conference Services is responsible for:
	Providing translation, interpretation, terminology, drafting guidelines and other language support services to the Secretariat,
	Organizing the meetings of the General Assembly, the Executive Council and related events and activities,
	Managing General Assembly and Executive Council documentation, and
	Providing conference support services to the other programmes of the Secretariat.
RDAF, RDAM, RDAP, RDEU, RDME Regional Departments (Africa, the Americas, Asia and the Pacific, Europe and Middle East)	The Regional Departments (Africa, the Americas, Asia and the Pacific, Europe and Middle East) are responsible for the coordination, follow-up and reporting of the activities undertaken in each UNWTO region and to maximize participation of, and benefits for, all UNWTO Members. Through continuous relations with each and every member, as well as with relevant regional organizations, the departments ensure, a fair, yet strategic, geographically balanced repartition of UNWTO activities. Furthermore, the departments create a strategy and a subsequent programme of work based on the state of the art in Tourism Policy and Tourism Governance. Moreover, they also establish and maintain relations with non-Member States in order to integrate them within the Organization. Lines of action: To establish, in coordination with the other departments, a reporting system for all activities undertaken and relations established in each region To keep Management informed on all relevant regional issues (priorities, requests from Members, etc.), and other programmes on activities of their respective competency To contribute actively to the dissemination and promotion of the operational departments' deliveries To gather any useful information regarding Member States, particularly, but not only, upon request from operational departments
IDT Innovation, Investments and Digital Technology	In the wake of the 4th Industrial Revolution, the Innovation, investments and Digital Technology strategy focuses on 3 lines of action: innovation, to create, connect and scale up the tourism innovation ecosystem; digital transformation, to connect Member States with new technologies and position leaders as "data driven" decision makers; and investments to promote an innovation investment culture.
Education and training (Academy)	Operational department that strives to bring together all stakeholders (public and private including academia) with the aim to foster employability, sustainability and competitiveness in our Member States In order to address the challenges the sector is facing, this programme develops proactive education and training initiatives that foster knowledge creation for members, talent development and job opportunities, as well as strengthen the positioning of UNWTO academia Members and the advocacy of UNWTO in Tourism education and

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	training policies and recommendations.
TECO & SR Technical Cooperation and Silk Road	Department dedicated to providing direct technical assistance to Member States in developing their tourism sectors to be competitive while at the same time promoting tourism as a tool for sustainable social, economic and environmental development. UNWTO's Silk Road initiative functions as a collaborative platform designed to enhance sustainable tourism development along the historic Silk Road routes. 34 Member States from Europe, the Middle East and Asia and the Pacific, plus various UNWTO Affiliate Members, participate in the initiative. The Silk Road initiative aims to maximize the benefits of tourism development for local communities, stimulate investment and promote the conservation of the route's natural and cultural heritage by focusing on 4 key areas of work: Marketing and promotion; capacity building and destination management; travel facilitation, and Silk Road tourism research.
SDT Sustainable Development of Tourism	The Sustainable Development of Tourism (SDT) Department addresses the generation of social, economic and cultural benefits for host communities resulting from sustainable development of tourism while minimizing the negative impacts upon the natural or socio-cultural environments. It deals with policies and tools for SDT and their application to the different types of tourism destinations for improved sustainability and resilience of the sector.
ECSR Ethics, Culture and Social Responsibility	The Ethics, Culture and Social Responsibility Department is tasked with the promotion of responsible, socially inclusive and universally accessible tourism. Guided by the provisions of the Global Code of Ethics for Tourism, the programme focuses on promoting accountability and socio-cultural responsibility, accessible tourism for all, corporate social responsibility, gender equality and women's empowerment, human rights, intercultural dialogue and the respect for cultural and traditional heritage within the tourism sector. The Department also coordinates the activities of the World Committee on Tourism Ethics and the implementation of the UNWTO Framework Convention on Tourism Ethics.
TMIC Tourism Market intelligence and Competitiveness	Tourism Market intelligence and Competitiveness' mission is to "Make Tourism Destinations More Competitive" by: Creating a one-stop shop on major tourism trends and forecasts (updated and relevant) Setting up Recommendations and Guidelines on key issues defining tourism competitiveness in the areas of destination management, product development and marketing Creating platforms for sharing of good practices on tourism planning, development and management
STTC Statistics	The Statistics Department is committed to better measurement for better management guided by a unique UN mandate "to collect, to analyse, to publish, to standardize and to improve the statistics of tourism, and to promote their integration within the sphere of the United Nations system". The work of Statistics Department revolves around 4 pillars: 1. <u>Data</u>: collection, processing and dissemination of tourism statistics 2. <u>Methodology</u>: advancing international standards in statistical

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	methods, classifications and definitions for measuring tourism
	3. <u>Capacity development</u>: to support countries in improving their systems of tourism statistics
	4. <u>Coordination</u>: of international statistical programmes and activities within the UN System and the global statistical system
AMD Affiliate Members	The UNWTO Affiliate Members Departments serves as the major gateway for alliances and collaboration between the private and public sectors in tourism and has the potential to contribute greatly to the achievement of the Sustainable Development Goals and the UNWTO programmatic priorities. The Department is an interactive platform bringing together over 500 companies, educational and research institutions, destinations and NGOs, providing a space for members to engage in dialogues, share information and take further action.
IRP Institutional Relations and Partnerships	The Institutional Relations and Partnerships Department provides policy advice to the Secretariat in the field of external relations and financing for development for UNWTO's ability to realize its mandate in the 2030 Agenda. As part of the UN System, the work unfolds with a strong focus on: a) in forging strategic partnerships with UN and other institutions (IOs), including international finance institutions (IFIs) and other stakeholders; b) Advocacy for tourism in the global trade and development agenda; and c) increasing capacity and mobilizing resources. IRPD operates with a team in Madrid, and at UN Headquarters in Geneva through its UNWTO Liaison Office.
BDFN Budget and Finance	The Budget and Finance Department, in accordance with the UNWTO Financial Rules and Regulations, is responsible for preparing and monitoring the UNWTO budget, producing the Financial Statements of the Organization compliant with IPSAS, drafting UNWTO financial rules, regulations and policies, and budgetary and financial reports for the UNWTO Governing Bodies, the External Auditors and other stakeholders, ensuring budgetary and financial management, accounting, management of treasury operations and investments, monitoring receivables and payables, and payroll management. It is also responsible for the data model and reference data development of the financial management information system of the Organization.
GESE General Services	The General Services Department is responsible for providing travel services to staff on missions, ensuring the adequacy and proper maintenance of the infrastructure of the Headquarters building and utilities contracts, providing security services, handling reproduction and printing services, distributing mail and internal documents, and securing internal transportation services.
HR Human Resources	The Human Resources Department is responsible for recruitment, personnel administration and training of all UNWTO personnel. It is also responsible for the various administrative functions related to the hiring of Service Contract holders, Experts, Interns and other personnel.
ICT Information and Communication Technologies	The Information and Communication Technologies Department (ICT) is responsible for providing technological services and technical support to the Organization in the IT and communication fields (e-mail, intranet, micro computing, applications, network, etc.).

68.   The proposed budget to execute the programme of work 2020-2021 is available in document **A/23/5(b)**.

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Annex I: List of UNWTO events

2018

January			
	15	14th UNWTO Awards Forum	Madrid, Spain
	16	Meeting of the Board of the UNWTO Affiliate Members at FITUR	IFEMA, Madrid, Spain
	17	Workshop on Chinese Outbound Tourism Market at FITUR	IFEMA. Madrid, Spain
	17	Meeting of the UNWTO Committee on Tourism and Sustainability at FITUR	IFEMA. Madrid, Spain
	17	14th UNWTO Awards Ceremony & Gala Cocktail Dinner at FITUR	IFEMA, Madrid, Spain
	18	IX Tourism Investment and Business Forum for Africa – INVESTOUR - at FITUR	IFEMA, Madrid, Spain
	18	Ministerial Forum on Consolidating Tourism's recovery in the Middle East and North Africa and sustaining its growth at FITUR	IFEMA, Madrid, Spain
	19	7th Meeting of the UNWTO Committee on Tourism and Competitiveness	UNWTO HQ, Madrid, Spain
	19	Meeting of the Central American Tourism Ministers	UNWTO HQ, Madrid, Spain
February			
	1-3	International Conference on Tourism and Snow Culture	Yamagata, Japan
	5-19	UNWTO/GWU "Tourism as a Path to International Cooperation & Sustainable Development"	Online
	27-28	18th session of the UNWTO Committee on Statistics and Tourism Satellite Account	UNWTO HQ, Madrid, Spain
March			
	7	8th Silk Road Ministers' Meeting at ITB	Berlin, Germany
	8	7th Silk Road Tour Operators Forum at ITB	Berlin, Germany
	19-22	12th UNWTO Asia and the Pacific Executive Training Programme	Kerala, India
	20	1st UNWTO TedQual Networking Meeting	Andorra la Vella, Andorra
	21 - 23	10th World Congress on Snow and Mountain Tourism	Escaldes-Engordany, Andorra
	23	1st UNWTO, HE, CGU Global University Forum: "Human Rights on the Route of Santiago de Compostela"	Santiago de Compostela, Spain
April			
	3-6	Workshop on Communications and Media Relations on Wildlife and Sustainable Tourism Regional Conference on Capacity Building on Tourism Development and Biodiversity Protection in West and Central Africa	Kinshasa, Congo
	12-13	International Seminar on Women's Empowerment in the Tourism Sector 63rd meeting of the UNWTO Regional Commission for the Americas	Asunción, Paraguay
	17	8th Meeting of the Tourism Ministers of the G20 economies: Future of Work - Tourism's leading role in sustainable	Buenos Aires, Argentina

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	25	development: a driver for employment ETC-UNWTO Webinar: on Marketing Transnational Tourism Themes and Routes	Online
May			
	1-3	UNWTO-UAE Executive Training Workshop on "Innovative Approaches to Destination Branding"	Dubai, United Arab Emirates
	5	UNWTO.TedQual Seminar	Cairo, Egypt
	8-9	44th Meeting of the UNWTO Commission for the Middle East UNWTO Regional Conference on Human Capital Development in Tourism: New Perspectives	Sharm el Sheikh, Egypt
	24-31	UNWTO-IFT Global Centre for Tourism Education and Training Workshop	Macao SAR, China
	30 May - 1 June	4th UNWTO World Forum on Gastronomy Tourism	Bangkok, Thailand
June			
	4-6	Seminar on "Tourism Statistics: A Catalyst for Development" 61st Meeting of the UNWTO Commission for Africa	Abuja, Nigeria
	11-13	63rd Meeting of the UNWTO Regional Commission for Europe	Prague, Czech Republic
	18-20	30th joint meeting of its Commissions for South Asia and Asia-Pacific UNWTO Regional Seminar on Climate Change, Biodiversity & Sustainable Tourism Development	Nadi, Fiji
	25-27	2nd World Conference on Smart Destinations	Oviedo, Spain
July			
	18	Tourism for Sustainable Development Goals Platform Launch High-Level Political Forum on Sustainable Development (Side Event) - Tourism & Construction: Circular Economy solutions for SDG12	UN HQ, New York, United States
August			
September			
	6	3rd UNWTO Global Conference on Wine Tourism	Chisinau, Republic of Moldova
	12-13	Active UNWTO support to the 1st Ibero-American Conference of Ministers of Finance and Tourism	Guatemala
	12-14	Capacity Building Workshop with the support of UNWTO on "Leadership In Tourism"	Trakai region, Lithuania
	16-19	7th UNWTO Global Summit on Urban Tourism	Seoul, Republic of Korea
	17-21	UNWTO.QUEST: Tourism Governance for Local Development	Corrientes, Argentina
	18Sept – 30 Oct	UNWTO Training Programme on Tour Guiding	Manama, Bahrain
	24-26	UNWTO Regional Workshop on Tourism marketing: designing a promotional strategy	Bucharest, Romania
	24-28	UNWTO.Themis Regional Course on "Tourism Strategy"	Sipopo, Malabo, Equatorial Guinea
	27	Official Celebration of World Tourism Day 2018 - Tourism and the digital	Budapest, Hungary

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		transformation	
	27-29	Regional Statistics Capacity Building Programme - Second Workshop	Algiers, Algeria
October			
	Oct. 2018 – July 2020	UNWTO-UOC Master course on "Strategy and Sustainable Management of Tourism Destinations" at the Open University of Catalonia	Spain
	1-28	UNWTO Training Programme in the Kingdom of Bahrain on Tour Guiding	Manama, Bahrain
	2nd week	UNWTO Workshop on Tourism Growth Management	Mongolia
	10-12	8th UNWTO International Meeting on Silk Road Tourism	Thessaloniki, Greece
	15-16	UNWTO Conference on City Breaks: Creating Innovative Tourism Experiences	Valladolid, Spain
	22-23	Global INSTO Meeting	UNWTO Headquarters, Madrid, Spain
	22-24	Global Tourism Economy Forum 2018	Macao SAR, China
	24-25	Second Meeting of the Working Group of Experts on Measuring the Sustainability of Tourism	UNWTO Headquarters, Madrid, Spain
	26	First Meeting of the Editorial Board on Statistical Framework for Measuring the Sustainability of Tourism	UNWTO Headquarters, Madrid, Spain
	25-27	12th UNWTO/PATA Forum on Tourism Trends and Outlook	Guilin, China
	30-31 Oct. 31 Oct. – 1 Nov.	Executive Council - 109th session UNWTO Tourism Tech (Ad)venture Forum	Manama, Bahrain
November			
	5-9	UNWTO course - Tourism and Digital Transformation: Impact on the Development of the Tourism Model	Zacatecas, Mexico
	6	UNWTO & WTM Ministers' Summit 2018	WTM, London, United Kingdom
	11-15	UNWTO/WAEMU Regional Workshop on Tourism and Security	Dakar, Senegal
	12	47th Meeting of the Board of Affiliate Members	Hamedan, Iran
	12-14	International Seminar on Harnessing Cultural Tourism through Innovation and Technology 40th UNWTO Affiliate Members Plenary Session	Hamedan, Iran
	15-16	2nd International Congress on World Civilizations and Historic Routes	Sofia, Bulgaria
December			
	1-2	21st Meeting of the World Committee on Tourism Ethics	Istanbul, Turkey
	3	UNWTO.TedQual Certification International Seminar	Tokyo, Japan
	3-5	3rd UNWTO/UNESCO World Conference on Tourism and Culture: Benefits for All	Istanbul, Turkey
	11-12	UNWTO Tourism Tech Adventure: The Americas	Buenos Aires, Argentina

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2019

January			
	14-18	ASEAN Tourism Forum 2019	Ha Long Bay, Viet Nam
	23-27	UNWTO events at FITUR	Madrid, Spain
	23	Final of the 1st UNWTO Tourism Start-up Competition	Madrid, Spain
	24	10th edition of the Tourism Investment and Business Forum for Africa (INVESTOUR)	Madrid, Spain
	29	2nd Global Conference on Jobs and Inclusive Growth: Small and Medium Tourism Enterprises (SMTEs)	Jamaica

February			
	19-21	UNWTO/Chimelong Initiative: Sub-regional Capacity Building Workshop on Sustainable Tourism & Biodiversity Conservation for the Mekong Sub-region Member States (Pakse, Lao PDR)	Pakse, Lao PDR
	25	First meeting of the Expert Group on the Tourism Satellite Account Compilation Guide	UNWTO Headquarters
	26-27	19th meeting of Committee on Statistics and the TSA	UNWTO Headquarters
	27	Second Meeting of the Editorial Board on Statistical Framework for Measuring the Sustainability of Tourism	UNWTO Headquarters

March			
	2 – 5	4th UNWTO Euro-Asian Mountain Tourism Conference	Berchtesgaden, Germany
	6	9th UNWTO Silk Road Ministers Meeting	Berlin, Germany
	6	48th Meeting of the Board of Affiliate Members	Berlin, Germany
	6	Pre-Launch Event of the Global Report on Women in Tourism, Second Edition	Berlin, Germany
	6	Keynote-Panel: Overtourism Revisited: Best Demonstrated Practices Instead Of "Business As Usual"	Berlin, Germany
	6	Overtourism: Smart Control Via Digital Technologies	Berlin, Germany
	7	High-Level Dialogue on Digital Skills in Tourism	Berlin, Germany
	7	8th UNWTO Silk Road Tour Operators Forum	Berlin, Germany
	24-25	45th Meeting of the Regional Commission for the Middle East UNWTO Tourism Tech Adventure: Middle East	Cairo, Egypt
	26	UNWTO Forum: Facing the Demographic Challenge Through Tourism and Innovation	Segovia, Spain
	27-29	UNWTO/ICAO Joint Ministerial meeting on Tourism and Air Transport in Africa	Sal, Cabo Verde

April			
	5	UNWTO Mayors Forum for Sustainable Urban Tourism	Lisbon, Portugal
	9-11	UNWTO Executive Education Workshop on "Sustainability in Tourism Destinations"	Dubai, UAE
	28-29	UNWTO Tourism Tech Adventure: Scaling up	Cartagena de Indias, Colombia

May			
	2 – 3	1st UNWTO Gastronomy Tourism Start-up	San Sebastian, Spain

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	Competition	
2-3	5th UNWTO World Forum on Gastronomy Tourism	San Sebastian, Spain
15-17	64th Meeting of the Regional Commission for the Americas and Seminar on Destination Management	Guatemala
16	UNWTO Seminar on Destination Management and UNWTO.QUEST	Japan
27-30	64th Meeting of the Regional Commission for Europe	Zagreb, Croatia
TBC	UNWTO Quest Seminar	Japan
June		
3-5	31st Joint Meeting of the UNWTO Commission for East Asia and the Pacific (CAP) and the UNWTO Commission for South Asia (CSA) 53rd Commission for East Asia and the Pacific and 57th Commission for South Asia	Thimphu, Bhutan
4	Regional Conference on Sustainable Tourism for Development through Tourism	Thimphu, Bhutan
17-19	110th session of the UNWTO Executive Council	Baku, Azerbaijan
17-20	13th UNWTO Asia and the Pacific Executive Training Programme	Republic of Korea
TBC	UNWTO Course on Rural Community Tourism	Jujuy, Argentina
July		
1-27	Maestría OMT – Anáhuac: Política y Planificación turística (online and in situ)	Mexico
2-5	Train the Trainers Course for Tourism Educators	Estoril, Portugal
3-5	UNWTO Donors Round Table – Tourism for Development Facility 2030, side event of the World Trade Organization Global Aid for Trade Review Tourism for Economic Diversification and Inclusive Growth in the 2030 Agenda, side event of the World Trade Organization Global Aid for Trade Review (TBC)	Geneva, Switzerland
9-10	2nd UNWTO Tourism Tech Adventure for the Americas (EdTech)	Santiago, Chile
16	Official opening of the International Centre associated to the UNWTO Academy	Estoril, Portugal
August		
22-23	Workshop on Tourism Planning and Management	Pyongyang, DPR Korea
26-28	World Tourism Conference 2019 (5th Edition) - Beyond Tourism, Beyond Expectations	Kuala Lumpur, Malaysia
September		
10	62nd Meeting of the Regional Commission for Africa	Saint Petersburg, Russian Federation
9-13	23rd session of the UNWTO General Assembly	Saint Petersburg, Russian Federation
27	World Tourism Day	India
TBC	UNWTO Academy Regional Workshop in Romania on Tourism Marketing: Designing a promotional strategy	Bucharest & Danube Delta, Romania
TBC	UNWTO Students' League Announcement	TBC
October		
Oct. 2019 –	UNWTO-UOC Master course on "Strategy and Sustainable Management of Tourism	Spain

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Jul. 2021	Destinations" at the Open University of Catalonia		
9-12	8th UNWTO Global Summit on Urban Tourism	Nursultan, Kazakhstan	
13-15	1st UNWTO Sports Tourism Start-up Competition	Macao SAR, China	
16-17	International Conference on Tourism and Accessibility	Quito, Ecuador	
17-19	13th UNWTO/PATA Forum on Tourism Trends and Outlook	Guilin, China	
22-23	2019 Global INSTO Meeting	UNWTO HQ, Madrid, Spain	
24	3rd Ministerial Roundtable, Tourism EXPO Japan 2019	Osaka, Japan	
25-26	9th G.20 Tourism Ministers' Meeting	Kutchan, Hokkaido, Japan	
TBC	Face-to-Face, Ministers and Private Sector CEOs Session, Global Tourism Economy Forum	Macao SAR, China	
TBC	UNWTO Regional Course (subject tbc)	Mexico	
31-1	UNWTO High-level Investment Seminar: Georgia	Tbilisi, Georgia	
November			
4-6	UNWTO & WTM Ministers' Summit	London, United Kingdom	
19-21	The World Innovation Summit for Education (WISE)	Doha, Qatar	
25-27	Regional Conference on Women Empowerment in Africa & Tourism Challenge	Accra, Ghana	
TBC	UNWTO Regional Conference on Education, Employment and Community Development - Responding to the Attainment of SDG's	Maldives	
TBC	UNWTO High-level Investment Seminar: Colombia	Bogotá, Colombia	
December			
3	UNWTO High-level Investment Seminar: Brazil	Brazil	
5-6	4th UNWTO Global Conference on Wine Tourism	Chile	
14-15	UNWTO Tourism Tech Adventures: Reviving Heritage	Doha, Qatar	
tbc	4th UNWTO/UNESCO World Conference on Tourism and Culture	Kyoto, Japan	

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Annex II: List of UNWTO Publications

UNWTO World Tourism Barometer

The UNWTO World Tourism Barometer provides a regular update on latest trends in international tourism worldwide covering indicators such as international tourist arrivals, international tourism receipts and international tourism expenditure. Five Barometers were issued in 2018 and two in the first semester of 2019

European Union Tourism Trends

The European Union Tourism Trends report provides a comprehensive overview of tourism in the European Union and constitutes a tool for policy makers and other tourism stakeholders for developing market strategies and enhancing the knowledge base of the EU Virtual Tourism Observatory. The report is the result of a cooperation agreement between UNWTO and the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs of the European Commission (DG GROW) and is part of the 'Enhancing the Understanding of European Tourism' initiative.

UNWTO Tourism Highlights, 2018 Edition

The UNWTO Highlight, 2018 Edition, provides an overview of global trends in international tourism including international tourist arrivals and international tourism receipts per region and subregion, top tourism destinations and outbound tourism.

UNWTO/GTERC Annual Report on Asia Tourism Trends – 2018 Edition

The fifth edition highlights the importance of the rapidly growing tourism sector of Asia and the Pacific. In recognition of 2018 as the EU-China Tourism Year, the report examines the tourism flows between the two regions. It also features a chapter on the development of the Greater Bay Area in China and its impact on the tourism sector of the region.

Tourism Stories Viet Nam

A fourth edition of UNWTO's Tourism Storybook series focused on Viet Nam. The publication comes in the wake of other regional storybooks dedicated to China (2015), Philippines (2016) and Thailand (2018) and shined a spotlight on the lives of the people working in tourism across Viet Nam. The 20 stories in the book demonstrated tourism's ability to positively impact economies, societies and livelihoods. These stories served as first-hand testimonies of how tourism can have an impact on all of the 17 Sustainable Development Goals of the United Nations.

UNWTO Asia Pacific Newsletter, 46 and 47 Issues

The Newsletter has been produced since 2005 and two issues (46 and 47) were released in 2018. The main purpose of the Newsletter is to introduce current tourism related activities of the UNWTO itself as well as its Member States on issues such as national tourism policies, strategies and major events on tourism.

Tourism for Development – Volume I: Key Areas for Action and Volume II: Volume II: Good Practices

How can tourism effectively contribute to the 2030 Agenda for Sustainable Development? This flagship report addresses the changes needed in policies, business practices and consumer behaviour. Showcased along 23 case studies from around the world, this two-volume report examines the role of tourism in each of the five pillars of the International Year of Sustainable Tourism for Development, 2017: 1. Sustainable economic growth; 2. Social inclusiveness, employment and poverty reduction; 3. Resource efficiency, environmental protection and

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climate change; 4. Cultural values, diversity and heritage; and 5. Mutual understanding, peace and security.

Third annual edition of the Sustainable Tourism Programme Annual Magazine 2017/2018

The magazine presents the highlights of the network's activities during 2017-2018 and applies the new strategy 2018-2022 "One Plan for One Planet".

Compendium of Tourism Statistics (2018 and 2019 Editions)

Statistical information on tourism's multiple facets is pivotal in advancing knowledge of the sector, monitoring progress, promoting results-focused management, and highlighting strategic issues for policy decisions. Deriving from the most comprehensive statistical database available on the tourism sector, the Compendium of Tourism Statistics provides statistical data and indicators on inbound, outbound and domestic tourism, as well as on the number and types of tourism industries, the number of employees by tourism industries, and macroeconomic indicators related to international tourism. The 2019 edition presents data for 203 countries from 2013 to 2017.

Yearbook of Tourism Statistics (2018 and 2019 Editions)

Understanding, for each country, where its inbound tourism is generated is essential for analysing international tourism flows and devising marketing strategies, such as those related to the positioning of national markets abroad. Deriving from the most comprehensive statistical database available on the tourism sector, the Yearbook of Tourism Statistics focuses on data related to inbound tourism (total arrivals and overnight stays), broken down by country of origin. The 2019 Edition presents data for 197 countries from 2013 to 2017, with methodological notes in English, French and Spanish.

UNWTO Annual Report 2017

2017 was the International Year of Sustainable Tourism for Development, a global recognition of tourism's transformative contribution to the development agenda. It served to raise awareness worldwide of the sector's potential to lead economic growth, social inclusion and cultural and environmental preservation

Tourism and Culture Synergies

The UNWTO report on Tourism and Culture Synergies highlights the symbiotic relationship between tourism and culture and the interdependency of the two sectors. The report, undertaken through a survey of UNWTO member states and expert opinion, reveals that the sub-sector, in keeping with the changes to tourism as a whole, has been transformed by changing lifestyles, new forms of culture and creativity, and evolution and innovation in technology.

Western Silk Road Roadmap

The Western Silk Road Roadmap presents a common tourism development plan for European countries interested in developing their Silk Road heritage. The document contains a summary of the work conducted by UNWTO and the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG Grow) of the European Commission (EC), and includes research into the existing usage of the Silk Road identity, connections between key destinations through tangible and intangible heritage, and the potential of a Western Silk Road tourism brand.

Tourism and the Sustainable Development Goals – Good Practices in the Americas

This joint publication between UNWTO and the Organization of American States highlights case studies from across the Americas that showcase the contribution of tourism to sustainable

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development in line with the 17 universal SDGs. It shows how a common multi-stakeholder approach to tourism development can catalyse sustainable growth through our sector.

The potential of tourism to achieve the SDGs in Ibero-america

This publication was launched on the occasion of the 1st Ibero-American Meeting of Ministers of Finance and Tourism held in La Antigua, Guatemala, in September 2018 and organized by the Ibero-American General Secretariat (SEGIB) and the Government of Guatemala. The publication contains statistical information on the 22 countries that make part of SEGIB (19 American countries and three European countries: Andorra, Spain and Portugal) and refers to the relationship between tourism and the Sustainable Development Goals (SDGs) and how tourism can help achieving the Goals.

UNWTO/WTCF City Tourism Performance Research

The UNWTO/WTCF City Tourism Performance Research brings forward the success stories of 15 different cities worldwide with the objective of enabling other cities to observe and learn from them. The research also includes a summary of UNWTO's report on New Platform Tourism Services (or the so-called Sharing Economy), considering the impact of the same in urban tourism and development overall.

Overtourism? Understanding and managing urban tourism growth beyond perceptions

The report discusses the impact of growing tourism flows in cities and its impacts, particularly looking into the attitudes of residents towards tourism. It integrates research from surveys conducted among residents and stakeholders of eight European cities and presents a series of policy recommendations along with 12 strategies and 68 corresponding measures to manage growing tourism flows and congestion management in urban destinations.

'Overtourism'? Understanding and Managing Urban Tourism Growth beyond Perceptions Volume 2: Case Studies

This second volume includes 18 case studies across the Americas, Asia and the Pacific and Europe – Amsterdam, Antwerp, Barcelona, Berlin, Besalú, Cambridge, Dubrovnik, Edinburgh, Ghent, Hangzhou, London, Lucerne, Macao (China), New York, Lisbon, Seoul, Porto, Prague and Venice – on how cities are implementing the following eleven strategies: 1. Promote the dispersal of visitors within the city and beyond; 2. Promote time-based dispersal of visitors; 3. Stimulate new visitor itineraries and attractions; 4. Review and adapt regulation; 5. Enhance visitors' segmentation; 6. Ensure local communities benefit from tourism; 7. Create city experiences that benefit both residents and visitors; 8. Improve city infrastructure and facilities; 9. Communicate with and engage local stakeholders; 10. Communicate with and engage visitors; and 11. Set monitoring and response measures.

The Gulf Cooperation Council (GCC) Outbound Travel Market with Special Focus on Europe as a Tourism Destination

This report provides a thorough analysis on the current and potential performance of the GCC outbound travel market, comprising six countries. The report also provides in-depth insight into the three main markets, Saudi Arabia, United Arab Emirates and Kuwait, through interviews with the consumer and travel trade. The report concludes with specific recommendations on how to position and market the destination Europe to GCC tourists.

UNWTO Guidelines for Institutional Strengthening of Destination Management Organizations (DMOs) – Preparing DMOs for new challenges

These guidelines aim to stress the relevance of having a leading organizational entity at destination level and setting a sound framework of criteria and indicators for DMOs, based on the UNWTO.QUEST Certification; overall, to provide a set of recommendations for DMOs to improve their planning, managing and institutional governance.

Report on the UNWTO/IPSOS Survey on the perception of residents towards city tourism: impact and measures

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This is UNWTO's first ever consumer survey (12.000 interviews in 15 countries) and the report stresses the importance of residents in city tourism development.

Guidelines for the Development of Gastronomy Tourism

These guidelines have been developed by UNWTO and the Basque Culinary Center (BCC), a UNWTO affiliate member, as part of its long-term collaboration. The guidelines aim to serve as a practical toolkit to support the development of gastronomy tourism in destinations by providing recommendations on key aspects such as planning and management by national tourism administrations (NTAs), national tourism organizations (NTOs) and destination management organizations (DMOs).

Gastronomy Tourism – The Case of Japan

This report, prepared with the support of the Japan Travel and Tourism Association (JTTA) and Gurunavi, looks at the awareness of gastronomy tourism as a concept in Japan. Based on a survey with the main players in the country, results show that while gastronomy tourism is little-known, activities around this sector exist across the nation.

The report features 18 different case studies of gastronomy tourism activities in Japan, ranging from local Sake breweries to hotel trains. These examples show how gastronomy tourism has been turned into a development tool, inclusion and regional integration in Japan.

Final Report of the UNWTO Regional Seminar on Climate Change, Biodiversity and Sustainable Tourism Development

This report comprises a summary of the proceedings and the presentations made during the UNWTO Regional Seminar on Climate Change, Biodiversity and Sustainable Tourism Development. The event was held within the framework of the 30th Joint Meeting of the UNWTO Commission for East Asia and the Pacific and the UNWTO Commission for South Asia in Nadi, Fiji, from 18 to 20 June 2018.

Sustainable Mountain Tourism – Opportunities for Local Communities

Recognizing the potential of mountain tourism for driving the socioeconomic growth and development of local communities, this publication presents a summary of the information generated at UNWTO's mountain tourism events (i.e. World Congress on Snow and Mountain and Euro-Asian Mountain Tourism Conference), including a systematic definition of mountain tourism. In addition, it gives an overview of the development of mountain tourism in different parts of the world over time, and the recent structural changes affecting this segment as a result of new market patterns.

Exploring Health Tourism

The ETC/UNWTO publication on Exploring Health Tourism aims to provide a better understanding of the growing segment of wellness and medical tourism. The study introduces the evolution of health-related tourism products and services from all around the world and provides insights into the current situation of the industry, as well as the future potential. It also includes a comprehensive taxonomy that serves as a common reference for tourism destinations operating in this field, as well as a practical toolkit to assist NTOs and DMOs with their planning and management of health-related tourism activities.

Walking Tourism – Promoting Regional Development

Walking tourism is now one of the most popular ways to experience a destination. It allows tourists to better engage with local people, nature and culture. It also meets the growing demand of travellers of outdoor activities in general, including when they travel. Walking tourism can be developed anywhere as a sustainable tourism offer with a relatively small investment. It can bring about social and economic benefits to residents and communities if properly developed and managed. This report showcases various successful examples of walking tourism and aims to serve as a practical reference for destinations with a focus on the role of walking tourism in regional development.

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The 21st Century Maritime Silk Road – Tourism Opportunities and Impacts

The 21st Century Maritime Silk Road is a key component of China's Belt and Road Initiative and, as such, can play a crucial role in the development of maritime infrastructure throughout Asia and the Pacific in the coming years. This report, developed with the kind support of Sunny International, looks into the overall impacts of the Maritime Silk Road on tourism and assesses the tourism potential of Maritime Silk Road thematic routes across Asia and beyond. The report shows that cruise tourism, targeted investments in decayed maritime infrastructure and the reutilization of ancient port cities can reinvigorate available heritage, support local communities and help diversify a country's tourism sector.

UNWTO Global Report on Inclusive Tourism Destinations: Model and Success Stories

This publication, prepared in collaboration with Affiliate Member Globaldit, presents a model for inclusive tourism which refers to the capacity of tourism to integrate disadvantaged groups so that they can participate in, and benefit from, tourism activity. Through case studies, the report showcases how tourism can function as a vehicle for sustainable development and the reduction of poverty and inequality in the context of the 2030 Agenda.

2019 Visa Openness Report for Africa, Preliminary Report

This report continues the analysis of visa policies and progress made in visa facilitation over the past ten years, supporting destinations with evidence-based policy making and helping prioritize activities within their facilitation policies. Besides presenting the global perspective, the following report gives specific insights into the temporal changes as well as current context in regard to visa policies implemented by African economies and their impact on temporary visitors. In addition, the impacts of visa policies implemented by countries of other regions on the citizens of African countries are being presented.

UNWTO White Paper on Music and Tourism: Music is the New Gastronomy

UNWTO, in partnership with Pro Colombia and Sound Diplomacy, launched the first study about the relationship between music and tourism, with the aim of incentivizing a discussion about the opportunities to use the former to introduce destinations, add value to experiences and generate additional income for companies. Music is an excellent expression of destinations' cultural richness and diversity. The study includes 17 case studies from around the world.

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Annex III: List of agreements signed by the Organization

2018

Agreements for hosting technical or statutory events

1. UNWTO/UEMOA workshop on tourism and security happening in December in Dakar, Senegal
2. Exchange of Letters between UNWTO and Ministry of Information, Culture and Tourism of Lao People´s Democratic Republic for change of date of the UNWTO-Chimelong Capacity Building Workshop on Sustainable Tourism and Biodiversity Conservation for UNWTO Member States in the Greater Mekong Sub region
3. Exchange of Letters constituting an agreement between Bahrain Tourism Exhibitions Authority and the UNWTO concerning UNWTO Tourism Tech Adventure Forum
4. Agreement between UNWTO and Ministry of Tourism of Bulgaria for Holding the 2nd UNWTO International Congress on World Civilizations and Historic Routes, 14-16 November 2018
5. Agreement with Ministry of Industry, Commerce and Tourism of Kingdom of Bahrain to organize 109th Session of the Executive Council (30 October-1 November, 2018
6. Supplementary Agreement (for logistical details) with the Government of Hungary for the World Tourism Day 2018
7. Agreement between UNWTO, the UNWTO Themis Foundation and the Government of Kingdom of Bahrain for holding UNWTO Training Programme on Tour Guiding in Manama, Bahrain from 22 September to 28 October 2018
8. Agreement between UNWTO and the Region of Central Macedonia, Hellenic Republic, relating to 8th UNWTO international meeting on silk road tourism (Thessaloniki, 10-12 October, 2018)
9. 7th UNWTO Global Summit on Urban Tourism (16-19 September, 2018, Seoul Republic of Korea)
10. Agreement between UNWTO and Ministry of Economic Development of Czech Republic for hosting 63rd UNWTO Commission for Europe, 11-13 June, 2018 Prague
11. Agreement for Creation of the conditions for hosting the World Tourism Day 2018
12. Host Agreement for 30th CAP CSA and UNWTO Regional Seminar on Climate Change, Biodiversity and Sustainable Tourism Development 18-20 June, 2018
13. Agreement between UNWTO and Government of Hellenic Republic for Holding the 8th UNWTO International Meeting on Silk Road Tourism, Thessaloniki, Greece, 9-12 October, 2018
14. Agreement between the World Tourism Organization (UNWTO) and the Government of the Republic of Moldova for Holding the 3rd UNWTO Global Conference on Wine Tourism, 6-7 September, 2018, Chisinau Moldova
15. Exchange of Letters between UNWTO and the Ministry of Culture and Tourism of the Republic of Turkey regarding the 8th UNWTO Silk Road Task Force Meeting in Kayseri, Turkey on 26 27 April 2018
16. Agreement between the World Tourism Organization (UNWTO) and SENATUR on 63 CAM and International Seminar on Women's Empowerment in the Tourism Sector, 12 13 April, 2018 Asuncion Paraguay
17. Regional Conference on Capacity Building for Tourism Development and Protection of Biodiversity in West and Central Africa and Technical Workshop on Communication Training, Kinshasa 3-6 April 2018
18. Agreement between UNWTO and the Ministry of Tourism of Arab Republic of Egypt for holding 44th Regional Commission for the Middle East and the UNWTO Regional Conference for the Middle East on Human Capital Development in Tourism: New Perspectives, Sharm El Sheikh, Egypt, 8-9 May, 2018
19. Agreement between UNWTO and the Ministry of Tourism of Argentina for holding the 8th G20 Tourism Ministers Meeting (Buenos Aires, 16 17 April 2018)

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20. 12th UNWTO Asia Pacific Executive Training Programme on Tourism Policy and Strategy March 19 22 2018
21. Amendment to the Agreement for organizing the Conference on 2nd Smart Destinations Conference in Oviedo on 25-27 June 2018
22. Cooperation Agreement between UNWTO and IFEMA/FITUR for hosting 14th UNWTO Award Events
23. Agreement for Hosting the 61st UNWTO Regional Commission for Africa and Tourism Statistics Catalyst for Development Seminar in Abuja, Nigeria, 4-6 June 2018
24. Arrangement/Exchange of Letters between UNWTO, Japan Tourism Agency and Yamagata Prefectural Government of Japan on hosting UNWTO International Conference on Tourism and Snow Culture, on 2 and 3 February 2018
25. Agreement between UNWTO, Ministry of Energy, Tourism and Digital Agenda of the Kingdom of Spain, the Public Society of Tourism and Cultural Management and Promotion of the Principality of Asturias of the Kingdom of Spain
26. Agreement with Government of Spain to organize 108th Session of the Executive Council, 23-25 May, 2018, San Sebastian, Spain
27. Acuerdo entre la OMT y El Ayuntamiento de Valladolid y Telecyl, S.A. Para La Celebración de la Conferencia de la OMT Sobre City Breaks: Generando Experiencias Turísticas Innovadoras, Contando con la Colaboración de la diputación de Valladolid
28. Acuerdo entre OMT y la Secretaria Nacional de La Republica de Paraguay (SENATUR) para la celebración de la 63 Comisión Regional de la OMT para la Américas y El Seminario Internacional sobre el empoderamiento de la mujer en el sector turístico
29. Acuerdo entre la OMT y el Gobierno de la República de Argentina para celebración de la octava Reunión de Ministros de Turismo de los Países del G20
30. Carta de Acuerdo Complementario Acuerdo Internacional Administrativo la OMT, Ministerio de Energía, Turismo y Agenda Digital del Gobierno del Reino de España La Sociedad Publica de Gestión y Promoción Turística y Cultural del Principado de Asturias del Reino de España para la Celebración del II Congreso Mundial Sobre Destinos Turísticos Inteligentes
31. "Acuerdo Internacional Administrativo la OMT, Ministerio de Energía, Turismo y Agenda Digital del Gobierno del Reino de España
32. La Sociedad Publica de Gestión y Promoción Turística y Cultural del Principado de Asturias del Reino de España para la Celebración del II Congreso Mundial Sobre Destinos Turísticos Inteligentes"
33. Acuerdo entre la OMT y Asociación Helsinki-España para la Realización del Foro Internacional "El Valor de los Derechos Humanos en el Camino de Santiago: potenciando el poder del turismo para promover el diálogo intercultural y la consecución de los ODS"

Co-edition agreements

34. Co-edition Agreement between the UNWTO and Centre of Expertise Leisure, Tourism and Hospitality, NHTV Breda University of Applied Sciences and NHL Stenden University of Applied Sciences regarding the publication of Understanding and Managin Tourism Congestion in Cities (working title)
35. Cooperation Agreement between UNWTO and Deutsche Gesselschaft fur Internationale Zusammenarbeit (GIZ) for a Capacity Building Programme on the Development of Multi Destination Tourism (MDT)/Training on Marketing of Tourism Destinations and Tourism Planning
36. Co edition Agreement with the Organization of American States (OAS) regarding the publication of Tourism and Sustainable Development Goals: Good practices in the Americas

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Cooperation agreements

37. Cooperation Agreement for the implementation of a project in Jinan, Shandong Province, China - "Formulation of the Jinan International Tourism Destination Plan"
38. Letter for no-cost extension of the Hotel Classification project in Morocco
39. Exchange of letters constituting an agreement between UNWTO and the Ministry of Tourism of the Arab Republic of Egypt for the revision of the Hotel Classification Scheme in Egypt
40. Agreement with Honduran Institute for Tourism on 3rd UNWTO Technical Assistance for Tourism Statistics
41. Cooperation Agreement with the Ministry of Economy for the Formulation of Tourism Law of United Arab Emirates
42. Agreement between UNWTO and Ministry of Tourism of Indonesia for Development of a UNWTO Prototype on the Gastronomy Tourism
43. Cooperation Agreement between UNWTO and Secretary of Tourism of Argentina for organizing UNWTO Tourism Tech Adventure Forum
44. Cooperation Agreement between UNWTO,Turismo de Portugal and Portugal Ventures for the 1st UNWTO Tourism StartUp Competition
45. Partnership Agreement between UNWTO and the International Bank for Reconstruction and Development (World Bank Group) concerning the Global Report on Women in Tourism, Second Edition
46. Cooperation Agreement with UNDP to accompany the Ministry of Tourism and Culture of the Gambia for the Design and Implementation of Tourism Statistical Surveys
47. Formulation of National Tourism Strategy for the Republic of Guinea
48. Cooperation Agreement with International Trade Center for market access and enhance the business environment in the tourism sector in Myanmar, specifically, the output of the collection of tourism statistics enhanced to enable stakeholders to take informed business decisions
49. Cooperation Agreement for the implementation of a project in Heilongjiang Province, China on Formulation of the Tourism Industry Development Plan and the Tourism Development Plan for the Ice and Snow Tourism Industry in Heilongjiang
50. Cooperation Agreement for the implementation of a project in Hainan Province, China ¨Formulation of the Hainan International Tourism Marketing Strategy¨
51. Memorandum of Understanding on the Establishment for One Planet Multi Partner Trust Fund (MPFT) for SDG 12 using Pass through Fund Management with UNEP, UN Habitat, UNOPS and FAO
52. Cooperation Agreement between UNWTO and the Ministry of Tourism, Civil Aviation, Ports and Marine in Seychelles for the Project of Strengthening of the National System of Tourism Statistics and Developing a Tourism Satellite Account for the Seychelles
53. Exchange of Letter between Ministry of Environment, Natural Resources, Conservation and Tourism in Botswana and UNWTO for no cost extension of the Cooperation Agreement signed between both parties for the Project Formulation mission to prepare a project document to develop the National Tourism Strategy and Master Plan for Botswana
54. Supplement to the Grant Agreement between UNWTO and GIZ
55. Financial Management Framework Agreement of the World Bank Group
56. First Amendment of the Cooperation Agreement between UNWTO and the Government of Aruba for the Development of Tourism Statistics and Tourism Satellite Account (Phase II) in Aruba
57. Cooperation Agreement with Universidad Rey Juan Carlos on Internship Programme
58. Cooperation Agreement between UNWTO and Ministry of Information, Culture and Tourism of Lao People´s Democratic Republic for implementation of the UNWTO-Chimelong Capacity Building Workshop on Sustainable Tourism and Biodiversity Conservation for UNWTO Member States in the Greater Mekong Subregion

59. UNWTO-Chimelong Initiative project on Sustainable tourism and conservation of great apes in the Democratic Republic of Congo: First Amendment for a no cost extension
60. Cooperation Agreement between the UNWTO and Nanxun District for the Formulation of the Nanxun Tourism Development Strategy
61. Agreement with UN Environment on Strengthening the Coordination Desk of the 10YFP Sustainable Tourism Programme and Advancing circular economy models in the Tourism Sector
62. Cooperation Agreement with the Ministry of Environment, Nature Resources Conservation and Tourism in Botswana for a project formulation mission to prepare a project documents to develop the National Tourism Development Strategy and Master Plan
63. "Amendment to Agreement signed with Honduran Institute of Tourism on 20 November 2017
64. Amendment is related to the change of dates of Mission only instead of January 6th 2018 to February 5th 2018"
65. Cooperation Agreement with Botswana Tourism Organisation under the Ministry of Environment, Natural Resources, Conservation and Tourism in Botswana for updating Botswana Tourism Organization Strategy
66. Cooperation Agreement with the Ministry of Information and Culture in Nigeria for the Strengthening of the National Tourism Statistical Sytem and the Development of a Tourism Satellite Account (TSA)
67. Agreement with UNDP Algeria on Formulation of a Marketing Strategy
68. Cooperation Agreement with the European Bank for Reconstruction and Development (EBRD) for the Preparation for the integrated development of the tourism potential of Khiva and Khorezm Region (Uzbekistan) for 2017-2021
69. Cooperation Agreement between UNWTO and Zimbabwe on the implementation of the project on tourism development, wildlife conservation and sustainable livelihoods in Zimbabwe.
70. Acuerdo entre la OMT y la Dirección General de Hospitalidad y Turismo del Municipio de León del Estado Guanajuato de los Estados Unidos Mexicanos para la realización de un prototipo de la OMT sobre desarrollo de un producto turístico de compras

Memorandums of understanding

71. Exchange of letters: extension of MoU with the InHolland University on Traineeship
72. Memorandum of understanding between UNWTO and Niantic Inc.
73.
74. Renewal of MOU between UNWTO and Contact Base
75. Memorandum of Understanding between UNWTO and JTTA
76. Amendment to the Inter Agency Agreement between ITC and UNWTO (on hosting Geneva office)
77. UNWTO signing HOTREC Sustainability Charter: Promoting the use of sustainable energy and improving energy efficiency in the Hospitality Sector
78. MOU WHOOLINK
79. MOU with Ministry of Education, Science, Culture and Sport of Georgia
80. MoU between UNWTO and Global Journey Consulting
81. MoU between UNWTO and Cable News Network (CNN)
82. Amendment of Memorandum of Understanding between UNWTO and Macau SAR, China
83. Exchange of Letter with Black Sea Economic Cooperation Organization for extension of Original Memorandum of Understanding
84. MOU between UNWTO and Aristotle University of Thessaloniki, Hellenic Republic
85. Memorandum of Understanding between UNWTO and TripAdvisor INC
86. MoU Amendment with Mexico, Fortalecimiento Instituticional en Materia de Informacion Estadisticas y Politicas Publicas de Turismo

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87.	Memorandum of Understanding Between UNWTO and Amadeus IT Group
88.	MOU for organizing 3rd UNWTO/UNESCO World Conference on Tourism and Culture
89.	Agreement between UNWTO, THEMIS and Argentina on Tourist Governance for Local Development
90.	Memorandum of Understanding between UNWTO and Instituto Technologico Hotelero
91.	MOU Between UNWTO and Agora Next
92.	MOU between UNWTO and UNIDIGITAL
93.	Memorandum of Understanding between UNWTO and Vynn Capital
94.	Memorandum of Understanding between UNWTO and the Government of Saint Petersburg of Russian Federation
95.	MOU between UNWTO and Greater Tumen Initiative to enhance cooperation between UNWTO and GTI and to identify areas of mutual interest with a view to the sustainable development and promotion in the region
96.	MOU Between UNWTO and IE Business School
97.	Memorandum of Understanding with the East African Community
98.	MOU between UNWTO and Turismo de Portugal on the UNWTO Academy
99.	Memorandum of Understanding between the World Tourism Organization (UNWTO) and Iranian Cultural Heritage, Handicrafts and Tourism Organization (ICHTO) for holding the 40th UNWTO Affiliate Members Plenary Session on 12-14 November 2018 in Hamedan Province, Iran
100.	Memorandum of Understanding between the World Tourism Organization and Seoul Metropolitan Government
101.	MOU with European Parliament
102.	Memorandum of Understanding (MOU) between UNWTO and State Committee of the Republic of Uzbekistan for Tourism Development
103.	Renewal of Memorandum of Understanding between the World Tourism Organization and the Government of the Republic of Sudan
104.	Memorandum of Understanding (MOU) between UNWTO and eBiz Africa Review
105.	MOU with Globalia and Sony Music
106.	Curso regional de la OMT en México "El turismo y la transformación digital: Impactos en el desarrollo del modelo turístico"

Partnership agreement

107.	Partnership Agreement between UNWTO and DIGITAL for UNWTO Tourism Tech Adventure Forum: 11-12 December 2018
108.	Sponsorship Agreement between UNWTO and Institucion oficial dependiente del Cabildo de Gran Canaria (INFECAR) for Investour 2019
109.	Partnership Agreement between UNWTO and Amadeus concerning the Global Report on Women in Tourism, Second Edition
110.	Letter of Support for project proposal MedSTACH under the Horizon 2020 call WIDESPREAD 01 2018 2019 Teaming Phase 2
111.	Partnership Agreement between UNWTO and Basque Culinary Center
112.	Sponsorship Agreement between the World Tourism Organization and AMADEUS for a study on Global CO2 emissions from tourism-an updated estimate from a transport perspective
113.	Partnership Agreement between UNWTO and Global Tourism Economy Research Centre regarding Joint Research on Asia Tourism Trends
114.	Framework Cooperation Agreement between UNWTO and Themis.Foundation (UNWTO Academy)
115.	1st UNWTO Tourism Start up Competition Semi Final taking place in the framework of the World Tourism Day, 27 September 2018, Budapest, Hungary
116.	Exchange of Letters between UNWTO and Qatar Tourism Authority for inclusion of additional activities to be undertaken under the Project of the Implementation of the Tourism Strategy and Action Plan for Qatar Phase II

117. Partnership Agreement between UNWTO and JTB Tourism Research and Consulting for the sponsorship of research and a resulting seminar on Buddhist Tourism in Asia: Towards Sustainable Development.
118. Letter of request for replenishment of the 2018 Asia Activity Fund
119. Cooperation Agreement between UNWTO and FITUR
120. Sponsorship Agreement with the Universidad Complutense for the 14th UNWTO Award Forum held on January 15, 2018
121. Acuerdo de Patrocinio entre la OMT y GOLDCAR para el patrocinio del proyecto de la OMT, Helsinki España y el Grupo Compostela de Universidades. El Valor de los Derechos Humanos en el Camino de Santiago Potenciando el Poder del Turismo para Promover el Dialogo intercultural y la consecución de los objetivos de desarrollo sostenible
122. Acuerdo de Colaboración entre la OMT y La Feria Internacional de Turismo (FITUR)
123. Acuerdo Entre la OMT y El Foro Marcas Renombradas de España Para la Implementación del Prototipo de la OMT sobre Turismo Enológico en España

2019 (1st Semester)

Agreements for hosting technical or statutory events

1. Agreement with the Government of the Russian Federation to organize the 23rd session of the General Assembly (9-13 September 2019)
2. Agreement between UNWTO and Government of Bhutan for holding commission meetings in Bhutan on 3-5 June 2019
3. 64th Regional Commission meeting and Workshop, 27-30 May 2019, Zagreb Croatia
4. Agreement for the XI World Congress on Snow and Mountain Tourism /11-13 March 2020, Andorra)
5. Agreement between UNWTO and Ministry of Tourism of Colombia for the organization of the Tourism Tech Adventure: Scaling Up
6. Agreement for the holding of the 8th UNWTO Global Summit on Urban Tourism, 9-12 October, Nur-Sultan City, Kazakhstan
7. Agreement between UNWTO and the Ministry of Tourism of the Arab Republic of Egypt for the holding of the 45th meeting of the UNWTO Regional Commission for the Middle East and the Regional Tourism Tech Adventures "TTA": Cairo, Egypt 18-19 March 2019
8. 4th UNWTO Euro-Asian Mountain Tourism Conference (2-5 March 2019)
9. 5th UNWTO World Forum on Gastronomy Tourism (2-3 May 2019 in San Sebastian)
10. UNWTO/ICAO Joint Ministerial meeting on Tourism and Air Transport in Africa
11. Agreement 64 CAM and International Seminar on Destination Management - New Challenges, New Solutions (15-17/05/2019)
12. Agreement with the Government of Azerbaijan to organize the 110th session of the Executive Council (17-19 June 2019)
13. Enmienda del Acuerdo entre la Organización Mundial del Turismo y los gobiernos de El Salvador y de Honduras, para la celebración de la "61 comisión regional de la OMT para las Américas y del Seminario Internacional Sobre Nuevas Tecnologías Aplicadas al Turismo"
14. Acuerdo de colaboración entre UNWTO y Futbol Club Barcelona para la final de 1st UNWTO Sports Tourism Start-Up competition

Co-edition agreements

15. Co-edition agreement between UNWTO and the CELTH, Breda University, and NHL Stenden/ETFI regarding the publication of "Overtourism - Understanding and managing urban tourismo growth beyond perceptions - volume 2: case studies"

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16. Co-Edition agreement UNWTO-WIPO on joint publication "Boosting Tourism Development through Intellectual Propoerty.
17. Acuerdo de coediciion entre la OMT y el Basque Culinary Center relativo a la publicacion UNWTO/BCC Guidelines for the Development of Gastronomy Tourism
18. Acuerdo de coedición entre la OMT e IPSOS relativo al informe "UNWTO/ISPSOS Survey on the Perception of Tourism"

Cooperation agreements

19. Project Agreement between UNWTO and ERBD titled "Uzbekistan: integrated cultural heritage fremwork - capacity building for tourism development in khiva and khorezm region"
20. UNWTO Technical assistance for the formulation of the national tourism policy for the Democratic Republic of Congo
21. Training needs assessment and formulation of a training strategy in the tourism sector for Cote d'Ivoire
22. Regional workshop on tourism statistics for the countries of the gulf cooperation council
23. Agreement between UNWTO and Rebus
24. Technical assitance for a gap assessment and formulation of a project document for Ethiopia (in depth assessment of the tourism sector in Ethiopia)
25. Cooperation agreement between UNWTO and the Ministry of Industry, Trade and Tourism of Malawi for technical assistance in relation to the development of tourism statistics system and the tourism satellite account in Malawi under the african Development Bank funded promoting investment and competitiveness in the tourism sector (PICTS) project
26. Technical assistance to the Ministry of Tourism, Environment and Culture of Lesotho for the implementation of activities within the framework of the African Development Bank funded project "Enhancing Economic Diversification Project".
27. Technical Assisatance to the Ministry of Transportation and Tourism of Cabo Verde for the assessment and support of the implementation of the Tourism Satellite Account (TSA)
28. Supplement II to the grant agreement between UNWTO and GIZ
29. Second Amendment of the Cooperation Agreement between UNWTO and the Government of Aruba for the Development of Tourism Statistics and Tourism Satellite Account (Phase II) in Aruba.
30. Exchange of letters between UNWTO and the Ministry of Tourism of Oman for No-cost extension of the Cooperation Agreement up to 31 December 2019 to the project of the Development of Tourism Statistics in Oman
31. Amendment for no-cost extension of the Crisis Communication Strategy project in Madagascar
32. Agreement between UNWTO and the Korea Tourism Organization on Capacity Building Scheme through the loan on the part of the Member State of an Official
33. Letter of Request for Replenishment of the 2019 Asia Activity Fund (02-044)

Memorandums of understanding

34. Memorandum of understanding with IDEA
35. Acuerdo para la celebracion del curso "Turismo Rural Comunitario como modelo de desarrollo endógeno" a celebrarse del 27 al 31 de mayo en la provincia de Jujuy (Argentina)
36. MoU between UNWTO and EGEDA
37. Memorandum of understanding UNWTO and Financial Times' fDi Intelligence Unit
38. Signature of MoU with Ayuntamiento de Madrid
39. Memorandum of Understanding between UNWTO and Telefonica S.A.
40. Memorandum of Understanding UNWTO and IE University
41. MOU between UNWTO and Mastercard

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42. Memorandum of Understanging between UNWTO and Bridge Ventures
43. MOU- UNWTO - FUNDACION IMPULSA BALEARS
44. Mémorandum d'accord entre l'organisation mondiale du tourisme et la république d'Angola
45. MOU with Ministry of Culture, Information and Tourism of Kyrgyz Republic
46. Memorandum of Understanding UNWTO and TRIVU
47. Sign MoU with Ecotourism Australia on general cooperation
48. 2nd UNWTO/Government of Jamaica Global Conference on Jobs and Inclusive Growth: Small and Medium Tourism Enterprises (SMTES) - M. Bay, Jamaica
49. Memorandum of Understanding with ASSOIMPRESE
50. Mémorandum d'accord entre UNWTO et la République Tunisienne
51. Memorando de entendimiento entre UNWTO, la Secretaría de Gobierno de Turismo de Argentina y el Gobierno de la Provincia de Misiones
52. Carta de intención entre UNWTO y la Secretaría de Gobierno de Turismo de la República Argentina - Curso UNWTO Academy
53. MoU - UNWTO – Organization of American States
54. Letter of intention between UNWTO Comité régional du tourisme Nouvelle-Aquitaine for cooperation in Wine Tourism
55. Request for consent to support the Regional Conference on Sustainable Development through Tourism in relation to the Partnership Agreement between UNWTO and Drore Information and Technology Co.
56. Request for signature of World Economic Forum data usage agreement
57.
58. Exchange of letters between Airbnb and UNWTO to facilitate the sharing of data in the context of the Global Report on Women in Tourism, Second Edition
59. Letter of intent between UNWTO and Fundación Once

Partnership and sponsorship agreement

60. Signature of the Declaration of intentions with the Ayuntamiento de Madrid
61. Sponsorship agreement between UNWTO and Qatar National Tourism Council for the sponsorship of 1st UNWTO sports tourism start-up competition
62. Letter of support to be signed by Google for the sponsorship of the High-Level Dialogue on Digital Skills held during ITB 2019 (Sponsorship used to cover all costs of the event - room, technical equipment and catering.)
63. Partnership Agreement between UNWTO and Rissho University for the study on the analysis of impacts of mega events on tourism
64. Amendment to the Partnership Agreement between UNWTO and the Guangzhou Chimelong Group Co. Ltd.
65. Acuerdo de patrocinio entre la OMT y Globalia para el patrocino de la celebración de la final de la primera competición de start ups de la omt y presentación del hub de innovación de turismo
66. Acuerdo de patrocinio entre UNWTO y Quantum Solutions Emerging Markets para el patrocinio de la décima edición de INVESTOUR

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Country: Bahamas

Mission Title: Assistance in the Preparation of the Addendum to the Bahamas Building Code (BBC)

Duration: December 2017

Objectives: To provide technical assistance in the preparation of the addendum to the BBC

Results achieved:
Review of the scope and extent of international, regional and national sustainability and climate change initiatives being carried out at present and assess their impact on the BBC;
Examination of the regulatory framework within which the BBC is anchored;
Four workshops and several meetings were conducted with relevant stakeholders to define the scope and content of the planned Addendum. The workshops and discussions revolved around potential measures to be taken to protect against the impacts of climate change and to increase the sustainability of the building environment, and how these can be incorporated in and implemented by the proposed Addendum within the country's laws and regulations, regional coordination efforts, and international treaties.
A report with all observations and suggestions regarding the building code and the possible Addendum was submitted to the relevant Bahamas authorities for review and approval.

Country: Botswana

Project Title: Update of the 2009 Tourism Satellite Account

Duration: March 2017 – February 2018

Objectives: Through funding from the Peace Parks Foundation as part of an overall project funded by the German Development Bank, the Ministry of Environment, Wildlife and Tourism requested UNWTO's technical assistance to update the 2009 Tourism Satellite Account (TSA) which was prepared in 2011 also by UNWTO. The project focused on reviewing the current system of tourism statistics with a view to improving data collection and analysis and survey methodologies to incorporate new elements of the Botswana tourism scenario. The project would also upgrade and introduce improvements in statistical database development and management.

Results achieved:
The project was launched in March 2017. Its objective was to review the current system of tourism statistics, identify areas of improvement in terms of data collection and analysis, review the capacities of the institutional partners involved in TSA development, and, review the current statistical database system and identify areas of improvement.
During the project, technical assistance was provided in improving the Tourism Statistics Database (in terms of data collection, analysis and reporting); implementation of an improved Inbound Visitor Survey; and, training on data collection procedures and TSA compilation.
The updated TSA for the reference year 2016 was officially presented in Gaborone on 20 February 2018.

Country: Botswana

Mission Title: Review of the Hotel Classification System

Duration: February – March 2018

Objectives: In order to improve the competiveness and raise the overall quality of services offered by the accommodation component of its tourism sector, the Botswana Tourism Organization (BTO) which is a parastatal corporate body responsible for tourism development under the Ministry of Environment, Natural Resources Conservation and Tourism in Botswana, requested UNWTO's technical assistance to undertake a complete review of the existing hotel classification scheme for the country.

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Results achieved:
The mission was conducted in February 2018. Its objective was to undertake an initial review and assessment of the current status of quality services in tourism accommodation establishments in Botswana and prepare a project document for the updating of the hotel classification scheme for the country based on international best practices and catered to the specific characteristics of their respective tourism accommodation sectors.
The project document was submitted and approved by the Government of Botswana.

Country: Botswana

Mission Title: Formulation Mission for the Preparation of a Tourism Strategy

Duration: July 2018

Objectives: The Government of Botswana is in the process of finalizing its Tourism Policy which will   elevate the status of tourism as a priority growth sector in Botswana. In anticipation of the approval of the Policy by the Parliament, the Government requested UNWTO's technical assistance in the formulation of a National Tourism Development Strategy and Master Plan which will operationalise the Tourism Policy.   The project document will clearly define the Strategy and Master Plan framework and its major elements including objectives, outputs, and activities, the respective roles and responsibilities of key partners/stakeholders, timelines for the implementation of various activities, a criteria for measuring the success (both qualitative and quantitative) of each activity, job descriptions of experts and a detailed budget. The project document would also detail the organization of stakeholder workshops/seminars and review and monitoring modalities.

Results achieved:
In order to prepare the Strategy and Master Plan, a project formulation mission was undertaken in July 2018 to undertake a situation analysis of the current status of the tourism sector in Botswana in terms of institutional organization, governance issues, product development and diversification, marketing and promotion, investment in tourism, and, human resources and skills development, amongst other issues.
The project document for launching a full-scale project for the preparation of a Tourism Development Strategy and Master Plan was submitted and approved by the Government in March 2019.

Country: Botswana

Project Title: Preparation of the Strategy of Botswana Tourism Organization

Duration: August 2018 – On going

Objectives: The Botswana Tourism Organization (BTO) is mandated to market and position Botswana as a premier tourist destination; promote investment and product diversification in the tourism industry; and, ensure all tourism facilities are graded, classified and certified. The current Corporate Strategy of the BTO runs from 2013-2018. With a view to reviewing the roles and responsibilities of the BTO, in line with its mandate, and aligning BTO's programme of work with national development policies and plans, and, to enable BTO to develop and promote Botswana as a premium quality tourism destination, the BTO approached the UNWTO to provide technical assistance in updating the BTO Corporate Strategy.

Results achieved:

3 assessment missions were conducted in 2018 during which a detailed review was undertaken of the BTO both in terms of its mission and programme of work as well as of its operations. Reports were then shared with the BTO with observations on challenges and opportunities for the Way Forward and recommendations were made on what aspects could be covered in the new operational strategy.
The draft BTO Strategy was submitted to BTO for review and comments in August 2019.
Once approved, it will be presented officially to the Government of Botswana in September 2019.

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Country: Cabo Verde

Project Title: Evaluation of the Compilation of the Tourism Satellite Account in Cabo Verde

Duration: August 2019

Objectives: UNWTO received a request for technical assistance from the Government of Cabo Verde who would like UNWTO to review the preliminary TSA account which they have prepared in terms of verifying the data sources used and identifying any inconsistencies before its official presentation.

Results expected: An in-depth evaluation of the TSA methodologies in Cabo Verde was undertaken and recommendations made with regard to further strengthening of data collection and analysis for the next TSA compilation exercise. Additionally, a one-day training seminar on TSA was provided to representatives from the National Statistics Institute.

Country: China

Project Title: Inclusive Tourism Development Master Plan and the Tourism Development Plan for the Ice and Snow Tourism Industry in Heilongjiang

Duration: April 2019 and on-going

Objectives: To prepare a tourism master plan and an ice and snow tourism plan for Heilongjiang with a view to creating the framework for sustainable tourism development in and to facilitate value-added, high-quality tourism products that the province's tourism industry into a new generation of products and services.

Results achieved:
Activities were launched with the deployment of the 10-member UNWTO expert team to Harbin and the official inception ceremony having taken place on 11 April which was well attended by approximately 150 participants comprising local tourism stakeholders, and another 300 more participants from other cities of the province through video-conferencing. During the inception phase, UNWTO and the expert team met with all relevant stakeholders to agree on the scope of the project, its programme of work, time line and key milestones.
Review of all relevant documentation on tourism in Heilongjiang and a series of interviews with major public and private stakeholders will be carried out on a continuous basis. The project ensures that stakeholders are informed about the activities that are taking place during the project and participate as much as possible with ideas, analyses, and information sharing in order to get their buy-in and encourage ownership of the outcome. At least two workshops will be organized during which stakeholders opinions will be sought, initial analysis and project findings corroborated and to adjust these according to stakeholders' feedback.
The UNWTO expert team returned to Heilongjiang in June and July 2019 to carry out extensive field visits to existing and potential tourism sites and thorough assessment of summer sceneries and projects in the province. On the basis of these field visits, the statistical analysis of tourism data and in-country research, a situation analysis will be conducted for the tourism development in Heilongjiang.
The project mid-term review meeting is scheduled for September to be followed by the winter field work in November/December for the formulation of the ice and snow tourism plan.

Country: China

Project Title: Development of an International Tourism Marketing Strategy for the Province of Hainan

Duration: December 2018 and on-going

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Objectives: To formulate an International Tourism Marketing Strategy, including a destination brand approach, for the Hainan Province for the period 2019-2025, as well as a 3-year detailed action plan and a specific destination market strategy for three selected source markets.

Results achieved:
A detailed project work plan has been drawn up and a project Inception Meeting took place in December 2018.
Field research and destination site inspection have been carried out for an assessment of the current state of tourism, a detailed review of the existing tourism marketing and product development strategies, and identification of the strengths, weaknesses, opportunities and threats for the tourism marketing and branding in Hainan
Market research has been undertaken to identify priority market segments to target and promotional tools to reach them, and to assess product development and packaging requirements for these markets.
An analysis is made to identify public and private sector stakeholders involved in tourism marketing, the possibilities to create synergies between their activities, and the training needs to strengthen the capacities of tourism stakeholders to successfully plan and carry out marketing activities, including e-marketing.
A Project Steering Committee Meeting was convened in March 2019 during which the draft International Tourism Marketing Strategy for Hainan was officially presented. Feedback received during the Steering Committee Meeting was included in the final draft of the Marketing Strategy and subsequently presented to Hainan for review in June 2019.
In July 2019 research on the German source market for Hainan and interviews and survey among the travel trade in Germany was conducted in order to analyse Hainan's image for the formulation of a Marketing Strategy for Hainan focusing on the German outbound market
Phase II of the project is scheduled to be carried out in the 2nd Semester of 2019 with subsequent research on the Indonesian and Australian source markets for Hainan and the formulation of the respective Marketing Strategies for these markets.

Country: China

Project Title: Nanxun District Tourism Development Strategy

Duration: November 2018 –January 2019

Objectives: To formulate a strategic tourism development strategy for Nanxun District providing greater direction for tourism planning in the fields of marketing and positioning, product development and spatial planning.

Results achieved:
Within two weeks of project launch, the Inception Report was completed setting the foundation for the formulation Nanxun District Tourism Development Strategy. One month into the project the Report of Findings was made to the officials of the District and the Project Steering Committee.
The Nanxun Tourism Development Strategy was completed through: review and analysis of the regional tourism setting for Nanxun District and Huzhou City; examination of regional trends, visitors markets, levels of tourism activity; field trips around the nine-townships of the District, Shanghai, and nearby ancient water towns. The inventory and evaluation of existing and potential tourism assets; and consultations with key public sector and private sector stakeholders.
Following the completion of the Tourism Development Strategy, the final report and presentation was delivered on January 17 to officials in the District and the Project Steering Committee providing information on the main findings and recommendations. The presentation detailed information and guidance on implementation for the three strategic programmes presented in the report to 1) develop quality products, services, and events 2) strengthen infrastructure, spatial planning and connectivity 3) Strengthen marketing, interpretation and promotion.

Country: China

Mission Title: Project formulation mission for the Inclusive Tourism Development Master Plan and the Tourism Development Plan for the Ice and Snow Tourism Industry in Heilongjiang

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Duration: May 2018

Objectives: To formulate a project document and a detailed framework for the development of the Inclusive Tourism Development Master Plan and the Tourism Development Plan for the Ice and Snow Tourism Industry in Heilongjiang for the period of 2019-2030

Results achieved:
Study of the current Heilongjiang Province Tourism Development Master Plan (2003- 2020) and the sub-plan for the ski industry was conducted to assess which aspects are still relevant and which aspects require special attention in the updated tourism development plans.
Meetings convened with all relevant stakeholders from the public sector and private sector to identify and agree on key issues that need to be addressed in the formulation of the tourism development plans to be developed for the period 2019 - 2030.
In conjunction and agreement with all stakeholders, a project document was developed which details the framework for formulating the tourism development plans and three year action plans, including an indication of the costs and timeframe required.
The project document was approved and funding provided by the provincial tourism authority of Heilongjiang for the implementation of the project, and the corresponding cooperation agreement signed in September 2018.

Country: China

Project Title: 21st Century Maritime Silk Road: Tourism Opportunities and Impacts

Duration: January 2018 – February 2019

Objectives: The 21st Century Maritime Silk Road is a key component of China's Belt and Road Initiative, a major development plan that aims to connect China with the rest of Asia, Africa and Europe. The project, involving field missions and a final publication, looked into the overall impact of the Maritime Silk Road on tourism and furthermore assessed the tourism potential of Maritime Silk Road thematic routes across Asia and beyond.

Results achieved:
Publication: "21st Century Maritime Silk Road: Tourism Opportunities and Impacts".
Field trip to Jakarta and South Sumatra (Indonesia)
Field trip to Fujian Province (China)

Promotion at ITB Berlin 2019; International Mayors Forum on Tourism in Zhengzhou, China; and the 3rd Maritime Silk Road International Tourism Festival in Fuzhou, China.

Country: China

Mission Title: Project Formulation Mission for a Tourism Marketing Strategy for Hainan Province

Duration: December 2017

Objectives: To formulate a project document to develop an international marketing strategy for Hainan Province

Results achieved:
Four focus group meetings were conducted in order to obtain views and information for the development of a project document for the international marketing strategy for Hainan Province, with representatives from 1) the Hainan Provincial Tourism Development Committee; 2) inbound tour operators; 3) hotel managers; 4) managers of scenic spots.
Based on the inputs received during these meetings, a detailed project document was prepared for the development an International Tourism Marketing Strategy and submitted to the provincial government for approval and funding.
The agreement for the implementation of the project was signed in July 2018.

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Country: China

Project Title: Development of an International Tourism Marketing Strategy for the Province of Yunnan
Duration: November 2017 and on-going

Objectives: To formulate an International Tourism Marketing Strategy, including a destination brand approach, for the Yunnan Province for the period 2017 – 2022, as well as a 3-year detailed action plan and a specific destination market strategy for a selected source market.

Results achieved:
A detailed project work plan has been drawn up and a project Inception Meeting took place in December 2017.
Field research and destination site inspection have been carried out for an assessment of the current state of tourism, a detailed review of the existing tourism marketing and product development strategies, and identification of the strengths, weaknesses, opportunities and threats for the tourism marketing and branding in Yunnan.
Market research has been undertaken to identify priority market segments and to target and promotional tools to reach them, and to assess product development and packaging requirements for these markets.
An analysis is made to identify of public and private sector stakeholders involved in tourism marketing, the possibilities to create synergies between their activities, and the training needs to strengthen the capacities of tourism stakeholders to successfully plan and carry out marketing activities, including e-marketing.
A Project Steering Committee Meeting was convened in April 2018 during which the draft International Tourism Marketing Strategy for Yunnan was officially presented. Feedback received during the Steering Committee Meeting was included in the final draft of the Marketing Strategy, which was subsequently presented to Yunnan for review and translation into Chinese.
After the Steering Committee Meeting, in close consultation with the YPTDC, France was selected as the international priority market for the Specific Marketing Plan. Subsequently, a Marketing Support Expert conducted in-depth interviews with local tour operators in France that specialize in China, and Yunnan in particular, and carried out in situ market research activities to identify suitable outbound and online travel trade and media for the preparation of the Specific Marketing Plan for the French source market.
The draft Specific Marketing Plan was submitted to the YPTDC for review at the end of August 2018, and a revised version addressing feedback received from YPTDC was submitted in June 2019.

Country: China

Mission Title: Assessment Mission on Tourism Development Planning for Muping District (Shandong Province)

Duration: August 2017

Objectives: To formulate a project document and a detailed work programme for the development of a Tourism Development Plan for Muping District.

Results achieved:
A study of the Shandong Province Tourism Development Master Plan (2016-2025) was conducted to assess which aspects are relevant for tourism development in Muping and should be further elaborated in the tourism development plan for the destination.
Meetings carried out with all relevant stakeholders from the public sector, private sector and knowledge institutes to identify and agreement on key issues that need to be addressed in the formulation of a tourism development plan to be developed for a ten year period.
In conjunction and agreement with all stakeholders, a process for formulating the tourism development plan was developed, including a three year action plan for implementation.

Country: China

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Mission Title: Assessment Mission on Tourism Development Planning for Chandao Islands (Shandong Province)

Duration: August 2017

Objectives: To formulate a project document and a detailed work programme for the development of a Tourism Development Plan for Chandao Islands.

Results achieved:
A study of the Shandong Province Tourism Development Master Plan (2016-2025) was conducted to assess which aspects are relevant for tourism development in Chandao Islands and should be further elaborated in the tourism development plan for the destination.
Meetings carried out with all relevant stakeholders from the public sector, private sector and knowledge institutes to identify and agreement on key issues that need to be addressed in the formulation of a tourism development plan to be developed for a ten year period.
In conjunction and agreement with all stakeholders, a process for formulating the tourism development plan was developed, including a three year action plan for implementation.

Country: Comoros

Project Title: Capacity Building Seminars on Tourism Planning, Marketing of Tourism Destinations and Statistics for the Union of Comoros

Duration: November 2018

Objectives: Upon a request from the Government of Comoros, UNWTO, in collaboration with the Ministry of Transport, Tourism, Posts and Telecommunications and Information and Communication Technologies of Comoros, delivered a first series of training workshops on Tourism Statistics and on Planning and Marketing of Tourism Destinations to related Government officials. The principal objective of this initiative was to enhance the skills of professionals in the field of tourism planning, marketing and statistics in order to improve the performance of Comoros' tourism development.

Results achieved: more than 30 participants, from a wide range of public and private sector stakeholders in the tourism sector, attended the training which took place in Moroni, from 26 to 30 November 2018.

Country: Costa Rica

Project Title: Evaluation of Tourism Statistical Processes in Costa Rica

Duration: August – September 2019

Objectives: UNWTO has received a request from the Government of Costa Rica to review recent developments in terms of collection and analysis of data related to inbound tourism and tourism employment with a view to assess the conformity of these processes to the International Recommendations for Tourism Statistics. I and strengthen their Tourism Satellite Account and to provide one day training on TSA to representatives from the National Statistics Institute and other Government officials involved.

Results achieved: an evaluation was conducted to review new tourism statistical data processes and their conformity to IRTS. In addition, training was provided on how to identify new indicators, particularly in terms of tourism employment, and how to put in place the measurement of these indicators. A final report with recommendations on further statistical strengthening will be submitted to the Government in September 2019.

Country: Côte d'Ivoire

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Project Title: Formulation of a Human Resource Development Strategy in the tourism sector for Côte d'Ivoire

Duration: September – December 2019

Objectives: At the request of the Ministry of Tourism and Leisure, UNWTO will conduct an assessment on the existing policies and strategies on Human Resources Development in the Tourism sector including the hotel industry and provide guidelines and recommendations for the formulation of an integrated approach towards the sustainable long-term planning and development of human resources in the tourism sector.

Results expected: to review the existing strategies and human resource development in the tourism sector and formulate a Strategy for the strengthening of human resources in the tourism sector in line with the national education system, both at school and university levels. This Strategy will also raise awareness about career opportunities in the tourism sector and provide recommendations on links / partnerships to be developed with international institutions / universities.

Country: Democratic People's Republic of Korea

Mission Title: Fact-Finding Mission on Tourism Product Development in the Wonsan-Kumgangsan International Tourism Zone

Duration: October 2017

Objectives: To assess tourism development possibilities in the Wonsan-Kumgangsan International Tourism Zone.

Results achieved:
Field visits to the Wonsan-Kumgangsan International Tourism Zone to assess its existing and potential tourism products.
Meetings and interviews with NTA officials and the trade to gather relevant information to help with the design of the programme for the Workshop on Tourism Product Development.
Delivery of the Workshop on Tourism Product Development, based on the observations made, inputs received and the information gathered during the field visits.
A final report with recommendations on product development that will contribute to the development of Wonsan-Kumgangsan International Tourism Zone and the country's tourism industry at large.

Country: Democratic Republic of Congo

Project Title: UNWTO/Chimelong Initiative on Sustainable Tourism and Conservation of Great Apes

Duration: January 2018 – December 2018

Objectives: In collaboration with the Ministry of Tourism and the African Wildlife Foundation, UNWTO implemented a project for the development of sustainable tourism and the conservation of bonobos – an endangered species of Great Ape. The overall objective of the project was to enhance and create synergies between the conservation of the bonobos and the development of sustainable forms of tourism in protected areas in the Democratic Republic of Congo. The project activities aimed at investing in capacity-building and equipment provision for the conservation of great apes and working with communities to raise awareness on the importance of biodiversity conservation and explore opportunities to develop sustainable forms of tourism in and around habitats of the Bonobos. The project was implemented under the framework of the collaboration between UNWTO and the Guangzhou Chimelong Group Co.Ltd for the implementation of a portfolio of projects focused on sustainable tourism development and the protection of wildlife.

Results achieved:

Rapid conservation assessment carried out with issues and opportunities identified regarding the conservation of bonobos and the development of sustainable forms of tourism;
Capacity building activities for local rangers in bonobos habitats in Lomako/Iyema;
Equipment provided to rangers to enable them to better carry out their conservation tasks;
Awareness raising seminars delivered to local people on observation of great apes by tourists/scientists and sustainable tourism development;
Small matching grants provided to local people for investments to develop facilities and services for tourism focused on great ape observation;
Training programmes delivered to local tourism and conservation employees on best practices on biodiversity conservation and environmental protection;
Ecotourism Development and Management Plan for the Lomako Yokokala Faunal Reserve.

Country: Egypt

Mission Title: Review of the Implementation of the Hotel Classification Scheme

Duration: August 2018- On going

Objectives: Between 2009 and 2012, UNWTO implemented a project for the Ministry of Tourism of Egypt to develop and implement a new Hotel Classification System for the country. For a variety of reasons, the new classification criteria were never implemented. Since then, due to the development and progress of the global tourism sector and trends in terms of quality standards, the Ministry of Tourism of Egypt requested UNWTO's technical assistance to review the current status of hotel classification in the country with a view to raising quality standards and improving the overall tourism experience in Egypt. As a first phase of the project, it was decided to review and update criteria and provide training to inspectors and undertake blank visits to hotels.

Results achieved:
Updating hotel classification criteria : criteria for Hotels, Resorts, and Heritage Hotels have been completed and the update of the Floating Hotels and Camps is still in progress; and
Advisory assessments to a diverse number of hotels in different parts of the country to undertake mock-assessments to see how prepared they are and to be classified before the end of grace period.
Training of Inspectors – 50 inspectors are currently being trained.
In addition, by the end of the project, UNWTO will submit a comprehensive report including proposals for institutional strengthening and streamlining of the overall management of hotel classification system on a day-to-day basis, future training requirements for inspectors, a communication plan, and, recommendations for a subsequent phases focusing on official classification visits based on the new criteria.

Country: Ethiopia

Project Title: Gap Assessment for the Tourism Sector and Formulation of a Project Document

Duration: March 2018- On going

Objectives: UNDP, in association with UNESCO, has been supporting the Ethiopian Ministry of Tourism and Culture since 2015. It was determined that although Ethiopia has a vast variety of natural and cultural heritage, the level of tourism to date was still moderate and there was considerable potential for growth to enable tourism to become a transformational sector for the Ethiopian economy. In this regard, UNDP Ethiopia approached UNWTO to request technical support to undertake a gap assessment of the tourism sector in Ethiopia and prepare a document for a multi-year inclusive tourism project.

Results achieved:

In-depth needs/gap assessment of the Tourism sector in Ethiopia which identified critical gaps and needs; and
Based on the findings of the Gap assessment, formulation of a full-fledged program document on Sustainable and Inclusive Tourism to help transform the tourism sector in Ethiopia. It is expected that the future UNDP-supported project will contribute to the optimization of the

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sector's potential through product development, employment generation and investment attraction, to broaden the country's revenue base. Thus, the Project is expected to impulse the tourism sector to be more competitive, attractive to visitors, sustainable and inclusive of local communities.

Country: Gambia

Mission Title: The Design and Implementation of Tourism Statistical Surveys

Duration: November 2019- January 2019

Objectives: In 2015, UNWTO, in collaboration with UNDP, conducted an in-depth analysis of the national tourism statistical system. The Government of The Gambia is keen to prepare its first TSA in 2020, therefore, UNDP Gambia requested UNWTO technical assistance to accompany the Ministry of Tourism and Culture of The Gambia to undertake review the survey and survey process, review questions, and provide recommendations for the improvement and strengthening of the surveys.

Results achieved: UNWTO assisted the Government in the design and implementation of two key surveys – Visitor Survey and Tourism Establishment Survey – so as to assist the Government in obtaining essential data which will feed into the preparation of the TSA

Country: Guinea-Bissau

Mission Title: Review of the Hotel Classification Scheme

Duration: November 2017 - February 2018

Objectives: Through funding from UNDP, the Ministry of Tourism in Guinea-Bissau requested UNWTO's technical assistance to undertake an initial assessment of the current status of quality services in tourism accommodation establishments in Guinea-Bissau.

Results achieved:
The mission was undertaken to review the existing classification criteria and grading framework for hotels, lodges and other types of tourism accommodation establishments and identify constraints.
A project document was prepared for the development of an efficient, reliable and competitive hotel classification scheme for the country based on international best practices. The project document was submitted and approved by UNDP and the Ministry.

Country: Guinea-Bissau

Mission Title: Project Formulation Mission for the Preparation of a Tourism Strategy and Master Plan

Duration: January – March 2018

Objectives: Through funding from UNDP, the Ministry of Tourism in Guinea-Bissau requested UNWTO's technical assistance to conduct a detailed review of the tourism sector with a view towards preparing a Tourism Strategy and Master Plan.

Results achieved:
The formulation mission was conducted in January 2017. Its objective was to undertake a detailed review of the existing situation of the tourism sector in the country; identify gaps and constraints which impact on the current and future development of tourism; identify opportunities for expanded growth; and, develop a project document for the formulation of a sustainable, harmonized Strategy and Master Plan for the tourism sector.
The project document was submitted and approved by UNDP and the Ministry

Country: Honduras

Project Title: Further Strengthening of the System of Tourism Statistics

Duration: December 2018 – On-going

Objectives: In 2016, and in collaboration with the National Tourism Administration of Honduras (IHT), UNWTO conducted a detailed review of the country's national tourism statistical system. One of the recommendations was to implement an automation of the expansion processes related to statistical surveys. In this regard, in 2018, Honduras requested additional UNWTO technical assistance to support IHT in the development and implementation of these processes. In 2019, the Government of UNWTO requested further UNWTO technical assistance is supporting the IHT, in reviewing and approving the work being done in the measurement of tourism statistics and expenditure data in conformity with UNWTO framework and methodology.

Results achieved:
Automate the process of quality control of sample information, estimation of periods without information and expansion of the sample of traveler characterization surveys of the flow count at borders and airports.
Automate the process of expansion of the indicators of the expenditure survey and visitor profile.
Generate reports on the results of the process of expansion of the count of flows at borders and airports and of the indicators of the expenditure survey and visitor profile.

Country: Islamic Republic of Iran

Mission Title: Project Formulation Mission for a Tourism Development Master Plan

Duration: August 2017

Objectives: To formulate a project document for the preparation of a Tourism Development Master Plan for the period of 2018-2027.

Results achieved:
A study of the previous Tourism Development Master Plan for the Islamic Republic of Iran was carried out to assess which aspects are still relevant and which aspects require special attention in the updated tourism development plan.
Meetings with all relevant stakeholders from the public sector and private sector were conducted to identify and agree on key issues that need to be addressed in the formulation of a tourism development plan to be developed for a ten year period.
In conjunction and agreement with all stakeholders, a project document was prepared detailing the process for formulating the tourism development plan, including an indication of the costs and timeframe involved, and a three year action plan for its implementation.

Country: Kazakhstan

Project Title: UNWTO / Visit Almaty / Almaty Tourism Authority Project: Understanding the travellers' profile and developing tourism intelligence for Almaty

Duration: September 2017 – August 2019

Objectives: Research training and the development of tourism data, with a specific focus on the profile of the international traveller visiting the city of Almaty.

Results achieved:
Quantitative and qualitative tourism training
Report focused on the profile of the international traveller visiting Almaty.
Research will help to strengthen the profile of Almaty as a Silk Road destination.

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Primary Silk Road data that will support the marketing and promotional efforts of the city of Almaty.

Country: Kyrgyzstan

Mission Title: Review of the Current Tourism Marketing Strategy for the Kyrgyz Republic

Duration: October 2017 – February 2018

Objectives: The Ministry of Culture, Information and Tourism of the Kyrgyz Republic intends to update its current tourism marketing strategy. In this regard, it requested UNWTO's technical assistance to conduct an in-depth evaluation of the current tourism marketing strategy with a view to provide recommendations on the formulation of a new and updated marketing strategy for the sector.

Results achieved:
The mission was conducted in October 2017. It undertook a detailed evaluation of the current situation of the tourism sector in the Kyrgyz Republic and prepared a project document which aims to 1) formulate a focused and targeted marketing strategy for the tourism sector; and 2) provide technical assistance to the Government in the implementation of the Strategy.
The project document was approved by the Ministry.

Country: Lao PDR

Project Title: Seminar on Sustainable Tourism and Biodiversity Conservation in the Greater Mekong Sub-region

Duration: February 2019

Objectives: To raise awareness among local tourism stakeholders and the communities of the importance of biodiversity conservation along the Mekong and how to address environmental issues while undertaking tourism activities

Results achieved:
Through presentations, a manual and a trainer's guide, participants learned to: analyse in a participatory manner the main threats to biodiversity and the environment in the Mekong, in particular those threats caused by activities of local people or enterprises; provide guidance to local people that are employed in the tourism sector on how to act as champions for biodiversity conservation and environmental protection in their communities; and provide guidance to tourism employees on how to contribute to environmental management and waste management in their enterprises.

On the second day of the seminar, participants were taken to the Khone Pha Peng Waterfall to view this tourism attraction in terms of its environmental responsibility. A short debriefing session was held the following morning where some feedback was raised covering the following observations that could be addressed by the site management team and local government:
Litter along the national road leading to the site creating a poor impression for tourists.
Interpretation boards about the local flora and fauna could be added to the site – especially regarding visible bird life along the river and islands of the falls.
Litter just beyond the edges of the viewing platforms on the site that the site should identify and take responsibility to clean up as it detracts from the view and visitor experience.
Safety measures (e.g. fences, hand rails), especially along the viewing platforms should be incorporated into the management of the site.
The seminar has raised awareness among tourism stakeholders in the Mekong Countries on the importance of delivering training on Tourism and Biodiversity to the tourism sector. The seminar has laid a sound basis to roll out this training to other destinations in the Mekong region, targeting tourism stakeholders from the public sector, private sector and civil society who can be turned into Champions for Biodiversity Conservation, and play a leading role to encourage colleagues and community members to help protect the environment.

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Country: Lesotho

Project Title: Formulation of a Tourism Policy and Updating of the Tourism Master Plan

Duration: October 2017 – June 2018

Objectives: The African Development Bank (AfDB) is implementing an ambitious project to support the diversification of Lesotho's economy. The project covers various economic sectors including tourism where the main activity is the formulation of a Tourism Policy and an updated Tourism Master Plan for the country. In this regard, the Ministry of Tourism, Environment and Culture has requested UNWTO's participation in the project in the provision of quality assurance and technical assistance in the preparation of terms of reference and review of reports as well as participation in Steering Committee meetings.

Results achieved:
UNWTO participated in the meeting of the project Inception Meeting in November 2017 providing recommendations to the Ministry on the proposed project implementation approach. UNWTO provided technical assistance in the review and evaluation of several of the project deliverables including Reports on the Tourism Policy and Master Plan as well as the Report on the revival of the Lesotho Council for Tourism.

Country: Lesotho

Project Title: Economic Diversification Support Project.

Duration: March 2019 - ongoing

Objectives: African Development Bank (AfDB) is funding a project in Lesotho titled "Economic Diversification Support Project" which covers various economic sectors including tourism. For the tourism component of the project, UNWTO will provide technical assistance to the Ministry of Tourism, Environment and Culture in three components:

Component 1: The Development of the Lesotho Tourism Marketing Strategy and Implementation Plan.
Component 2: Facilitation of the Re-establishment of the Lesotho Council for Tourism.
Component 3: Feasibility Studies of Potential Projects in the Tourism Sector to Attract Investment.

Results achieved: Project activities for Components 2 and 3 were launched in August 2019 and will continue to be implemented over a period of 4 months. Component 1 will be launched upon the completion of Components 2 and 3.

Country: Madagascar

Project Title: Crisis Communications Strategy

Duration: February 2018 – ongoing

Objectives: In partnership with the World Bank, UNWTO implemented a project in Madagascar to formulate a Crisis Communications Strategy. The project focused on reviewing the institutional set-up for communications and existing mechanisms and capacities within the Ministry and other stakeholders with a view to formulate a Strategy on Crisis Communications. The project also provided training for the implementation of the Strategy and Media training for key players.

Results achieved:
An initial mission was conducted in February 2018 to assess the current communication channel systems and protocols in place. Detailed consultations were held with key stakeholders and main challenges and opportunities for crisis communication in tourism were identified. An assessment was also undertaken of training needs in communication.

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A second mission was undertaken in June to provide training to Government stakeholders on communication skills.

The final version of the Crisis Communications Strategy was approved by World Bank and Madagascar National Office of Tourism (ONTM).

Country: Malawi

Project Title: The Development of Tourism Statistics System and the Tourism Satellite Account

Duration: June 2019 - On going

Objectives: UNWTO and the Ministry of Industry, Trade and Tourism of Malawi signed an Agreement for UNWTO to implement a project, funded by the African Development Bank, to review and improve the system of tourism statistics, strengthen the institutional capacity in Malawi to develop tourism statistics and develop a pilot Tourism Satellite System in its first phase.

Results achieved: Project activities commenced in July 2019 with an initial mission to assess the current status of tourism statistical processes and prepare proposals for survey design and implementation.

Country: Morocco

Project Title: Establishment of a New System of Tourism Hotel Classification

Duration: June 2013 – December 2021 (ongoing)

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.
Implement a quality strategy in Morocco as a destination offering a sustainable competitive advantage.

Results achieved:
Review of the existing hotel classification system and first draft of revised criteria prepared.
Training of 90 Inspectors of the Ministry of Tourism on the proposed revisions to the criteria and the impact that these will have on the inspection process. Based on feedback from the training, a second revision of the revised criteria was prepared.
Practical training of 90 Inspectors of the Ministry of Tourism on the application of revised criteria is scheduled to be completed in August 2014. This practical training activity is also serving as an awareness-raising exercise amongst the hoteliers to share with them the main revisions to the criteria and their application.
National Seminar on Hotel Classification in Morocco
Pilot testing of 900 mystery guest visits.
Manual for interpreting new hotel classification criteria.
Manual for Hotel classification process.

In 2019, additional training will be conducted to government officials in 12 different regions. Once the decrees are officially approved by the Government, UNWTO will conduct official Mystery guest in 1600 establishments.

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Country: Myanmar

Project Title: Review of the Hotel Classification Scheme

Duration: May- June 2019

Objectives: The Government of Myanmar, through its Ministry of Hotels and Tourism, has identified tourism as a priority sector for the continued economic diversification of the country; contributor to the peace process; preservation and conservation of the natural environment, traditional heritage and local customs; and, promotor of socio-economic development of the people and the private sector. In this regard, the Ministry requested UNWTO to undertake an initial assessment of the current status of quality services in tourism accommodation establishments in Myanmar.

Results achieved: UNWTO conducted the assessment, identified constraints, and prepared a project proposal for the development of an efficient and competitive hotel classification scheme for the country based on international best practices. The final report is currently being assessed by the Ministry.

Country: Myanmar

Project Title: Development of Tourism Statistics in Kayah State – Phase II

Duration: January 2019 - on-going

Objectives: UNWTO has partnered with the International Trade Center (ITC) to launch this project which is being implemented through the Netherlands Trust Fund Programme (NTF IV) andlooks to increase the competitiveness of producers and exporters in selected sectors within priority developing countries including Myanmar. UNWTO is collaborating with the Ministry of Hotels and Tourism of Myanmar, Ministry of Commerce, Central Statistical Office, Immigration Authorities, and Central Bank to develop and strengthen the Union of Myanmar's national tourism statistical system through a series of capacity building missions, focusing on different data sets, methodologies for collection and analysis, and, production and dissemination of statistical reports on the tourism sector which can be useful for both public and private sectors

Results achieved:
UNWTO provided in-depth training on various tourism statistical processes to technicians from all related Authorities to understand what changes need to be made in the statistical processes, and, why, so as to ensure conformity to international standards.

Visible progress has already been made through this project since its launch in January 2019. As a result of training provided in January and May 2019, Myanmar has changed their border survey questionnaire and how to report data on arrivals at borders.

Country: Nepal

Project Title: Capacity Building for the Compilation of the first Preliminary Experimental TSA

Duration: July 2019- On going

Objectives: The Government of Nepal, through the Nepal Tourism Board, has requested UNWTO's technical assistance to provide capacity building to the Steering Committee and technicians of the various institutions responsible for collecting, analyzing and compiling primary data both on the demand and supply side of tourism, in improving and strengthening the national tourism statistical system and compilation of an Experimental TSA with particular reference to Tables 1 to 7 and Table 10.

Results achieved: Project activities were launched in August 2019 with the deployment of an expert to undertake a preliminary review of the current status of tourism statistics and provide recommendations on the design and implementation of key tourism surveys.

Country: Nigeria

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Mission Title: Review and Assessment of the National Tourism Statistical System

Duration: April – June 2018

Objectives: To formulate a project document for the strengthening of the National Tourism Statistical System in Nigeria.

Results achieved:
Review and assessment of the current status of tourism statistics in Nigeria; identification of data gaps and constraints; and, evaluation of institutional partnerships for the collection, compilation and analysis of tourism statistics.
A workshop to present the road map for the future strengthening of the Nigerian tourism statistical system was presented within the framework of the 61st Meeting of the UNWTO Commission for Africa which was hosted by Nigeria in Abuja on 4-6 June 2018 and which focused on "Tourism Statistics – a Catalyst for Development."

Country: Oman

Project Title: Development of Tourism Statistics System

Duration: April 2015 – on going

Objectives: The Omani Government is keen to promote the tourism sector as part of its diversification strategy. Currently, tourism plays a key role in the economy and has the potential for further development. Therefore, having reliable, sufficient and adequate statistics are essential for policymakers to make effective decisions and to monitor the tourism strategy performance. Hence, in collaboration with the Ministry of Tourism, UNWTO is providing its technical assistance to conduct a comprehensive assessment of tourism statistics in Oman; prepare and implement an action plan for development of tourism statistics; and, develop a Tourism Satellite Account for the country.

Results achieved:
To date, UNWTO has undertaken six missions to Oman to review data collection processes, design new processes and provide capacity building to the Ministry and other national partners in the design and implementation of statistical collection procedures, and, analysis and evaluation of results obtained.
A further two missions are scheduled during fSeptember - December 2019 to undertake the following activities:
The progress of eVisa/ Visitor Information System (VIS);
Online Tourism Statistics Database activities;
External Office Evaluation conclusion;
Institutional framework to organize the issue of timely data transfer between National Centre for Statistics and Information (NCSI) and MOT through MOU

Country: Qatar

Project Title: Development of the Qatar Tourism Experience Awards

Duration: August 2018 – On going

Objectives: Over the past few years, Qatar has been one of the fastest-growing economies in the world. Nevertheless, the Government has made great efforts to diversify its economy with particular focus on the tourism sector. In complying with the Government's vision to improve the tourism sector by encouraging competitiveness between the different tourism entities and activities, the Qatar National Tourism Council (QNTC) is in the progress of preparing an exclusive Annual Tourism Experience Awards Program in partnership with UNWTO. This Program will play a key role in highlighting successful tourism experiences and giving due recognition to the considerable efforts of a range of stakeholders in providing exceptional experiences to the visitors across the entire end-to-end visitor journey, as well as seeking to raise the importance of Qatar as a sustainable tourism destination.

Results achieved: Project activities were launched in August 2018. To date, the following activities have been completed:

Determine the categories of the future Awards;
Draft the awards' criteria;
Select potential renowned personalities, both globally and in Qatar, to be members of the jury;
Design and testing of the website.

It is estimated to officially launch the Awards Program in September 2019 on the occasion of the World Tourism Day.

Country: Republic of Congo

Project Title: Establishment of a New System of Tourism Hotel Classification

Duration: July 2017– ongoing

Objectives: Following the formulation and approval of the National Sustainable Tourism Development Strategy, UNWTO and UNDP decided to continue their collaboration to implement one of the recommendations of the Tourism in terms of designing and implementing a new hotel classification system for the country with a view, on one hand, to stimulate competitiveness amongst the accommodation providers and, on the other hand, to assist the Government in marketing and promoting quality-based tourism services.

Results achieved:
Review of the existing hotel classification system and first draft of revised criteria prepared.
Manual for interpreting new hotel classification criteria.

Based on the above results, it was decided to implement an Interim Phase of the project related to: i) preparation of a Tourism Law which will provide the legal framework for the implementation of the hotel classification scheme; and, ii) governance issues to build the necessary capacities within the Ministry to manage a long-term extensive programme such as the implementation of hotel classification. It is expected to launch these activities in September 2019.

Country: Republic of Guinea

Project Title: National Strategy for Sustainable Tourism Development in the Republic of Guinea

Duration: November 2018 – March 2019

Objectives: In collaboration with UNDP Guinea, UNWTO provided its technical assistance to the Government of the Republic of Guinea in the formulation of the National Strategy for sustainable tourism development. Tourism is identified as a priority sector in the National Social and Economic Development Plan 2016-2020 of Guinea and, the objective of the Tourism Strategy is to provide a road map for the competitive yet sustainable development of tourism.

Results achieved:
The Strategy was approved through a national Seminar held in February 2019 in Conakry with a total of 90 participants representing all the major stakeholders of the Guinean Government, the private sector, regional/provincial tourism authorities and international organizations, specialized in ecotourism such as the Jane Goodall Foundation, Wild Chimpanzee Foundation, etc. The major recommendations of the Strategy focus on the development of ecotourism based on the Chimpanzee as the iconic tourism attraction of Guinea. Being home to one of the largest populations of chimpanzees in Africa, Guinea plays a key role in preserving the species.

Country: Seychelles

Project Title: Developing the Current System of Tourism Statistics and TSA

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Duration: 2019 - 2021

Objectives: UNWTO launched a project with the Ministry for Tourism, Civil Aviation, Port and Marine to develop and strengthen the Tourism Statistical System and the Tourism Satellite Account (TSA) in Seychelles. The project, which will be implemented over a three-year period (2019-2021), started in January 2019 and will include various activities which focus primarily on documenting tourism statistics, measurement of basic tourism data, establishment/strengthening of the Inter-Institutional platform and capacity building development.

Results achieved:
During this first mission, a pilot Cruise Tourism Survey was launched and a Workshop on Tourism Statistics and the Tourism Satellite Account was organized with stakeholders to familiarise them with concepts and methodologies related to further strengthening Seychelles' tourism statistical system.
During June 2019 and upon the request of the Ministry, UNWTO submitted a document for the justification of additional budget to complete visitor surveys at the airport and port.

Country: Sri Lanka

Mission Title: Identification Mission for the Development of Project Proposals

Duration: February 2018

Objectives: To formulate a series of project proposals aimed at supporting the Sri Lanka Tourism Strategic Plan (2017-2020)

Results achieved:
A review of the Sri Lanka Tourism Strategic Plan 2017 – 2020 was carried out, and field visits and meetings were conducted with relevant parties, both internally at the Sri Lanka Tourism Development Authority and externally, in order to collect enough detailed information to prepare the project proposals.
Study of the current tourism situation and status of each potential project, leading to further meetings with other stakeholders for discussions on how best to present the projects to the most relevant donors.
Seven proposals were drawn up for the following projects:

Scoping mission for a Tourism Master Plan
Setting up the conditions to develop a Tourism Satellite Account for Sri Lanka
Carrying Capacity Study at popular tourist sites to introduce a visitor management system
Community Tourism Strategy for Sri Lanka
Plan to expand tourism and hospitality training provision in Sri Lanka
Recommendations on adapting Dutch forts and lighthouses for tourism use
In-depth background analysis on priority and seasonal markets identified in the Strategic Plan
Meetings with potential donors and development organizations were conducted for the presentation of the identified projects and to gauge funding opportunities for their implementation.

Country: Timor-Leste

Project Title: Capacity Building for Tourism Employees in Dili

Duration: September 2012 – December 2017

Objectives: to enhance local employment in the tourism sector in Dili through curriculum development and training of local people

Results achieved:
Two training institutes in the country have been selected to deliver training for tourism employees. The project has assisted the two selected institutes to develop and carry out a train-the-trainers programme, and to prepare training curricula and has supplied the institutes with

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suitable training materials. The training institutes have delivered 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.

Training participants were selected in close collaboration with the private sector to enhance the opportunities that a large percentage of the trainees can use the acquired skills to make a career in the tourism sector, as well as to grow into more senior positions in the tourism sector. It is expected that at least 100 beneficiaries will increase their average income with a minimum of US$ 1000 per year.

The Vision Training Centre (YVTC) and East Timor Development Agency (ETDA) were the main training programme providers. Training programme on management was provided by ETDA and hospitality training programme was provided by YVTC.

Vocational training on hospitality services were developed and delivered in 13 municipalities through a mobile training unit established by Youth Vision. The training seminars were attended by mainly owners and employees of restaurants, home-stays and local lodges. A tour-guide training course was organized by ETDA in their training centre in Dili.

The project was successfully completed in December 2017, with a total of 217 participants having benefitted from the various training programmes carried out, which is well above the targeted 195 participants identified at project inception.

Country: Timor-Leste

Project Title: Marketing of Community-based Ecotourism Project

Duration: January 2016 – December 2017

Objectives: To strengthen the marketing of Community-based Ecotourism (CBET) initiatives in Timor-Leste and to develop a comprehensive community-based ecotourism marketing strategy for Timor-Leste

Results achieved:

The project worked closely with the local stakeholders to build their capacity to market the community-based ecotourism offer of the country, and delivered a 28-days training seminar on marketing of community-based tourism to Ministry Officials and other key stakeholders dealing with community-based tourism development.

The project also formulated a marketing strategy for CBET and produced a brochure on CBET in Timor-Leste. It also collaborated with a web designer from the Ministry to develop a tourism website on CBET in English for the Ministry of Tourism, Arts and Culture.

The Ministry of Tourism has identified a list of Community-Based Tourism projects in Timor-Leste that may benefit from the outcomes of the project. This exercise provided the project with comprehensive background information to:

advise the existing Community-Based Tourism projects on product improvement and diversification;

define the marketing activities;

based on the assessment, develop a full-fledged community-based ecotourism marketing strategy focusing, inter alia, on the promotion of small- and medium- size ecotourism enterprises with a clear focus on the local communities; and

provide capacity building support for the implementation of the strategy and guidance on the development of marketing materials and activities.

Community-based ecotourism itineraries were developed and familiarization trips carried out, and a national workshop on CBET marketing conducted.

Country: United Arab Emirates (Ras al Khaimah)

Project Title: Determining the Sustainable Tourism Positioning for Ras Al-Khaimah

Duration: September– December 2017

Objectives: Ras Al Khaimah, the fourth largest and northernmost emirate of the United Arab Emirates, has experienced rapid economic growth in recent years. Tourism is one of the

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Emirate's most important economic sectors and is considered a key engine for continued GDP growth and job creation. However, while tourism can contribute to the diversification of the economy of Ras Al Khaimah and also provide new opportunities for employment, the Ras Al-Khaimah Tourism Development Authority (RAKTDA), through the Ministry of Economy of the United Arab Emirates, requested UNWTO´s technical assistance to conduct a needs assessment mission for "Determining the Sustainable Tourism Positioning for Ras Al-Khaimah so as to be able to spread development throughout the Emirate and to measure the impact that tourism on the society, economy and environment to ensure the long-term competitiveness and sustainability of the sector.

Results achieved:
The mission was conducted in November 2017. Its objective was to assist RAKTDA to prepare a project proposal to identify, measure, monitor and manage the social, economic and environmental consequences of the development of tourism in order to:
i) achieve the goals of the destination Ras Al Khaimah 2019,
ii) to maximize the benefits from existing and projected tourism development, on a sustainable basis, and
iii) to minimize any adverse impacts of tourism development on the economy, the social and cultural environment, and the marine and land-based ecosystems of the Emirate.
The mission was successfully conducted and the project document was submitted and approved by RAKTDA.

Country: United Arab Emirates

Project Title: The Formulation of a Tourism Law for UAE

Duration: May 2018- Ongoing

Objectives: As part of the Strategic Plan 2021 of UAE's Government, the Ministry of Economy of the UAE has requested UNWTO to provide technical assistance in preparing a draft Tourism Law; taking into account international best practices while also ensuring that it meets the needs and requirements of the UAE tourism industry in terms of achieving an equilibrium between Federal Government and Emirate-level Government roles, responsibilities and competencies.

Results achieved:
Detailed review of all the existing laws and regulation which impact on tourism development, both at the Federal level and at the individual Emirate level; identification of key gaps and constraints in the regulatory framework; analysis of issues related to the enforcement of legislation, and other issues which currently justify the need for a more comprehensive and integrated Tourism Law.
A detailed report containing a situation analysis of the current status of the tourism-related legislation and regulation for the UAE was submitted to the Government in July 2019. Based on the feedback received, UNWTO will prepare a new Tourism Law which will be presented to Government in September/October 2019.

Country: Uzbekistan

Project Title: The preparation of a Road Map for the integrated development of the tourism potential of Khiva and the Khorezm region for 2017-2021

Duration: January 2018-

Objectives: This project is in collaboration with the European Bank for Reconstruction and Development (EBRD) and the Smithsonian Institute to assess the development opportunities for the Khiva region as an important cultural heritage tourist region

Results achieved:
A needs assessment mission was conducted in January to undertake a situational analysis of the tourism sector in Khiva, identify and prioritize key issues to be addressed to strengthen the tourism sector and look at ways to better complement /support the cultural resources of the

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city—with a focus on market potential and issues of policy framework and regulatory/enabling environment to facilitate growth in the sector.

A draft 'Vision and Action Plan' combining the recommendations from UNWTO and the Smithsonian Institute was prepared – the major recommendations have been incorporated into a Memorandum of Understanding signed between the Government of Uzbekistan and EBRD for the implementation of the Vision and Action Plan.

The report was approved by EBRD.

Country: Uzbekistan

Project Title: Integrated Cultural Heritage Framework – Capacity Building for Tourism Development in Khiva and Khorezm Region

Duration: July 2019 – July 2020

Objectives: Further to the recommendations of the "Vision and Action Plan for the Tourism Sector" prepared by UNWTO in 2018, UNWTO and EBRD continue to collaborate in the implementation of key recommendations of the Action Plan. As a first step, it was determined to focus technical assistance on the collection of tourism statistics to better understand the scope and quality of tourism in the region. And, to also provide capacity building with the national and local tourism officials in Khiva and Khorezm region to better understand the processes related to tourism planning and management.

Results achieved: The project commenced in June 2019 and the following activities have since been undertaken:
Hold meetings with national and local stakeholders as well as a local university with regard to the design and implementation of International and Domestic Visitor Surveys in Khiva and Khorezm region;
Research on current tourism research practices and policies in place, and two trainings on the findings and recommendations for the local stakeholder; and
Research on current tourism planning strategies and mapping of all government stakeholders in the tourism planning and implementation process.,

Country: Uzbekistan

Project Title: Silk Road Tourism Research Training

Duration: May 2018

Objectives: The Silk Road training offered contemporary know-how on mixed-method tourism research approaches aimed at supporting the country's collection of relevant quantitative and qualitative tourism data.

Results achieved:
Attended by over 15 senior officials from the State Committees on Tourism Development and Statistics of Uzbekistan
Input on the importance of correctly assessing the profile of the international traveller, an understanding that can help identify relevant tourism trends, and behaviours and attitudes related to the host destination.
50 university students from around the country also attended the training and acquired the necessary skills to conduct a tourism research on the ground.

Country: Zambia

Project Title: Development of Cultural Centres for Promotion of Community-based Tourism

Duration: 2008 – December 2017

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Objectives: To provide local communities with a structured framework to participate in the tourism industry, thereby providing them with an opportunity to directly benefit from tourism through the creation of sustainable livelihoods.

Results achieved:
Cultural Centres in Mafungautsi and Mwandi villages have been built and capacity building activities carried out linking the following areas: tourism hospitality and service; handicraft design and manufacturing; tour guiding, presentation of local dances and music shows; book keeping and business management. Based on an internal assessment, the Ministry has prepared a revised work plan, giving priority to the active promotion and capacity building activities for the centre in Mwandi, which is located near Livingstone.

Country: Zambia

Project Title: Livingstone Community Sustainable Tourism Resource Centre
Duration: April 2016 and on-going

Objectives: To provide the community with a self-sustaining facility that will contribute to improving the livelihood of the Livingstone local community; and to provide skills acquisition and income generation at the Resource Centre and household levels.
Results achieved:
The Ministry has allocated land on a central location in Livingstone for the construction of the resource centre, and has also reserved funds to co-finance the project. The drawings for the resource centre have been prepared and a local contractor is selected through a tender procedure.
Synergies have been created between this project and the Cultural Centres project in Zambia in so far as to use the Livingstone Tourism Resource Centre as a facility for training of locals on the promotion of community-based tourism.
Foundation and super structure for the resource centre was completed in October 2017 providing the basis for the construction of the reception area, library, and offices of the centre.
The Southern Province Minister visited the project site in early November 2017 and expressed satisfaction on the completed super structure.
The remaining construction of the resource centre will be completed with Tourism Development Funds from the Ministry of Tourism and Arts of Zambia.

Country: Zimbabwe

Project Title: Tourism Development, Wildlife Conservation and Sustainable Livelihoods in Zimbabwe
Duration: January 2018 and on-going

Objectives: To invest in wildlife conservation and game viewing facilities to avoid human-wildlife conflicts and improve visitor experiences; to work with communities to explore opportunities to gain additional income from nature tourism; and to raise awareness on the importance of biodiversity conservation in tourist destinations.
Results achieved:
The cooperation agreement for project implementation was signed in January 2018 and a detailed work plan has already been drawn up.
In March 2018, UNWTO met with the Ministry of Tourism and Hospitality Industry, Ministry of Environment, Zimbabwe National Parks, local government and associations to plan building and marketing of a game viewing platform, community campsite and ranger accommodation. The meeting also exchanged ideas on building the capacity of community members to develop and manage the campsite, and awareness-raising activities for tourism and biodiversity conservation.
The game viewing platform will be built within the Hwange National Park, and the community campsite and activities will be created just outside of it in the Tsholotsho district.
Construction of the rangers unit and community campsite was in full progress during a UNWTO project review mission in June 2019.

Regional Project: Benin, DR Congo, Gabon, Guinea Conakry, Niger (West Africa)

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Project Title: Capacity Building on Tourism Development and Biodiversity Protection in West Africa

Duration: June - December 2017

Objectives: To carry out a series of training seminars out in the Democratic Republic of Congo, Gabon, Guinea, Niger & Benin, aimed at motivating the local people and tourism employees to act as champions of biodiversity conservation and environmental protection in the region, which will help ensure sustained income generation for the local people as a result of tourism activities. The training seminars built on the experiences gained and materials developed for similar training seminars carried out in the Gambia, Ghana and Tanzania in 2013 and 2014 within the framework of Coastal Tourism Programme for Africa.

Results achieved:
A training manual (in French) and powerpoint presentations, based on desk research and on the existing manual and training materials used for the seminars in the Gambia, Ghana and Tanzania in 2013 and 2014.
- Delivery of training seminar in Gabon: 20-22 June 2017
- Delivery of training seminar in Benin/Niger: 11-13 July 2017
- Delivery of training seminar in Guinea (Conakry): 14-16 November 2017
- Delivery of training seminar in DR Congo: 21-23 November 2017
- Train-the-trainers handbook for local trainers who can use it to replicate the training seminars in their country/destination

A final report summarizing the deliberations during each of the training programme components, and the feedback received from participants on the training seminar and recommendations on points of attention to be taken into account when replicating the training in other countries of the region or other destinations.

The four seminars conducted benefitted over 120 participants from National Tourism Administrations, tourism-related government agencies, private sector, academia and NGOs.

Regional Project: Greater Tumen Initiative

Project Title: Training Workshop on Marketing and Promotion of Multi-Destination Tourism

Duration: August 2018

Objectives: The Greater Tumen Initiative (GTI) is a programme supported by UNDP which aims at fostering economic development through tourism, trade and investment amongst China (Jilin Province), Mongolia, Republic of Korea and the Russian Federation (Primorsky Territory). The GTI region is one of the fastest growing tourism regions of the world. In order to maximize the potential of tourism in the region of the GTI, it is necessary to promote it as a multi-destination tourism region for which it is necessary to develop a joint marketing and promotion strategy and creation of a unifying common brand, image and slogan.

Results achieved:
With the support of GIZ (German Development Agency), UNWTO conducted a one-day training workshop for Government and private sector representatives from the four Member States, on marketing and promotion of multi-destination tourism including latest techniques and international and regional best practices. Another session focused on integrating the GTI into the UNWTO Silk Road Programme.

Regional Project: Gulf Cooperation Council (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and UAE)

Mission Title: Support for the Organization of a Regional Workshop on Tourism Statistics

Duration: 21-23 April 2019

Objectives: In 2016, GCC-Stat requested UNWTO's technical assistance to conduct an in-depth analysis of the current status of tourism statistical systems in each of its six Member

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States (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and UAE) and identify areas for improvement in the harmonization of tourism statistical processes. In 2017, a Road Map and Work Program for development of tourism statistics was prepared by UNWTO and approved by GCC-Stat. The Road Map set out various recommendations for the harmonization of tourism statistics throughout the Gulf region, strengthening of capacities of officials in compiling and assessing tourism-related data, as well as outlined individual actions plans for each country to follow.

Another recommendation of the Road Map was for GCC-Stat to organize annual regional workshops on tourism statistics dealing with a variety of issues aimed at both harmonization of processes and provision of training. In this regard, GCC-Stat organized the first Regional Workshop on Tourism Statistics in Muscat, Oman from 21-23 April 2019.

Results achieved: UNWTO provided keynote presentations on developments in international tourism statistical methodologies vis-à-vis:

a measuring indicators for sustainable development of tourism;
use of administrative records of tourism statistics;
mirror statistics in the field of tourism and the partnerships available among the GCC for tourism statistics; and
Use of big data in the field of tourism statistics.

In addition, UNWTO provided on-the-spot guidance to the Members as they delivered their country reports on progress made in tourism statistics with respect to recommendations made by UNWTO in their respective country reports and the GCC Road Map.

Regional Project: Silk Road

Project Title: UNWTO Silk Road Training and Capacity Building Programme

Duration: October – November 2017

Objectives: training initiative attended by NTA officials from the Silk Road countries, university graduates and stakeholders interested in the development of the Silk Road as a sustainable and transnational tourism initiative. Held in collaboration with the UNWTO.Themis Foundation and the University of Valencia, a UNWTO Affiliate Member who also provided the setting and technical expertise necessary for this training, the project raised the capacity building standards among Silk Road members by providing training in areas of national and transnational cooperation, destination management and tourism route development.

Results achieved:
2 two-week online courses, where the participants learnt about key tourism concepts, strategies and ideas, and a 10-day onsite course in Madrid and Valencia, Spain from 20 till 29 November 2017
Raise joint capacities among Silk Road Member States.
Collaboration with UNESCO, UNESCO Tashkent Office, and UNIDO.

Regional Project: Silk Road

Mission Title: Silk Road Ministers Meeting and Silk Road Tour Operators Forum at ITB Berlin 2018

Duration: March 2018

Objectives: The Silk Road Ministers Meeting focused on **"2025 Silk Road Tourism Agenda"**; that is Member States' long-term tourism vision for the historic Silk Road routes, while the Silk Road Tour Operators Forum featured a 2-hour workshop designed to empower Silk Road tour operators to better understand, engage and work with the international travel trade.

Results achieved:

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Member States presented their long-term tourism priorities, and provided input on capacity needs to UNWTO.

Malaysia was officially welcomed as the 34th Member State to join UNWTO's Silk Road activities.

A novel speed-networking session was conducted during the Tour Operators Forum. It allowed participating tour operators to showcase their latest products tour packages, especially innovative proposals in the areas of transnational collaboration and experiential travel etc. to an international audience.

The results of the Maritime Silk Road research were presented.

Regional Project: Silk Road

Mission Title: Silk Road Ministers Meeting and Silk Road Tour Operators Forum at ITB Berlin 2019

Duration: March 2019

Objectives: The Silk Road Ministers Meeting focused on collaborative opportunities and tourism projects aimed at strengthening regional cohesion throughout the historic routes, while the Silk Road Tour Operators Forum trained attending tour operators on how to build and maintain trust among business partners.

Results achieved:
Promoted UNWTO's activities along the Silk Road, especially in regards to technical cooperation opportunities for countries along the historic routes.
Silk Road countries presented priorities and important strategies were discussed that will allow UNWTO to plan and propose technical cooperation activities for the 2019-2020 period.
Trained tour operators: trustworthiness and service excellence were presented as key elements ensuring a balanced approach between the demand and supply sides of the tourism industry.

Regional Project: Western Silk Road Roadmap

Project Title: Western Silk Road Tourism Development Initiative

Duration: February 2018

Objectives: The Western Silk Road Roadmap presents a common tourism development plan for European countries interested in developing their Silk Road heritage. The document contains a summary of the work conducted by UNWTO and the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG Grow) of the European Commission (EC), and includes research into the existing usage of the Silk Road identity, connections between key destinations through tangible and intangible heritage, and the potential of a Western Silk Road tourism brand.

Results achieved:
Summarizes the main findings of the research and the two Western Silk Road workshops in Greece and Bulgaria, and aims to close existing capacity building gaps among participating stakeholders by laying forth a common tourism development plan.
Contains information on Silk Road heritage available within Western Silk Road destinations.
Provides a concise map of how to develop a transnational tourism route based on shared tourism heritage.

Regional Project: Silk Road

Mission Title: 8th UNWTO International Meeting on Silk Road Tourism (Thessaloniki, Region of Central Macedonia, Greece)

Duration: October 2018

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Objectives: Following the success of the previous two editions in Dunhuang (2013) and Xi'an (2015) in China, this international Silk Road meeting was hosted for the very first time by a European Silk Road Member State, and focused on the overarching role and relevance of the Silk Road within a globalized tourism framework. Aimed at the 34 countries participating within the UNWTO's Silk Road activities, the ministerial roundtable elucidated the benefits derived from interregional cooperation and dialogue, while the specialized workshop sessions focused on the creation of new tourism products, both maritime and land-locked, transnational marketing strategies and tourism management tools.

Results achieved:
16 countries from the Silk Road region, in addition to the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Bank and the Pacific Asia Travel Association (PATA) assessed the overarching role and relevance of the Silk Road within a globalized tourism framework.
UNWTO and the Aristotle University of Thessaloniki signed a Memorandum of Understanding (MoU) aimed at improving knowledge of Silk Road heritage located along the Western Silk Road basin.
New areas of cooperation assessed with Google Greece and the World Bank.
UNWTO / PATA enhanced cooperation by jointly running a session focused on digitalization and tourism storytelling.

The following editions of the "UNWTO on the Ground" e-newsletter are available online.

Issue 4:
http://cooperation.unwto.org/newsletter/2017-12-18/unwto-ground-issue-4december-2017

Issue 5:
http://cooperation.unwto.org/newsletter/2018-06-28/unwto-ground-issue-5june-2018

Issue 6:
http://cooperation.unwto.org/newsletter/2019-01-25/unwto-ground-issue-6-december-2018

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Annex V: Affiliate Members' activities

The Affiliate Members Department

1. The main action lines of the 2018-2019 Affiliate Members Department Programme of Work fully align with the priorities of UNWTO and are oriented towards fulfilment of the objective of reinforcing the UNWTO-Affiliate Members partnership as a fundamental contribution to the achievement of the UNWTO goals and the 2030 Agenda.

2. The UNWTO Affiliate Members Department serves as the major gateway for alliances and collaboration between the private and public sectors in tourism and has the potential to contribute greatly to the achievement of the Sustainable Development Goals and the UNWTO programmatic priorities. The Department is an interactive platform bringing together over 500 companies, educational and research institutions, destinations and NGOs, providing a space for members to engage in dialogues, share information and take further action.

3. The recognition of the fundamental role of the partnership between the public and private sector is a very important component of the work of UNWTO. The partnership needs to take a variety of approaches to correctly tackle the individual necessities of every Affiliate Member and enhance their unique value. Mindful of this, the Affiliate Members Department has always worked with and developed a variety of tools and a basic framework to promote exchange of expertise between members, knowledge generation, knowledge dissemination and talent development.

Activities

End of 2017

4. In collaboration with Les Roches Global Hospitality Education hospitality school, the UNWTO Affiliate Members Department organized the 2nd UNWTO Global Conference on Talent Development in Tourism from 8 to 10 October 2017 in Marbella, Spain. There, experts from public tourism administrations, private entities and world renowned academics met to explore the decisive role of talent development and education in defining the competiveness of tourism destinations. In this framework, the UNWTO Students Idea Competition offered the unique opportunity to students from over 20 universities to showcase their ideas of projects on talent development strategies.

5. On the occasion of FITUR, the World Tourism Organization, Affiliate Member, the Leading Brands of Spain Forum (Foro de Marcas Renombradas Españolas, FMR) and its major Spanish wineries introduced the outcomes of a year-long collaboration based on the UNWTO Wine Tourism Prototype Methodology, The Joyful Journey. This is the first product resulting from the application of the UNWTO Wine Tourism Prototype to be officially commercialized. The methodology is currently being applied in the province of Mendoza, Argentina, at the request of the Ministry of Tourism of Argentina, and puts emphasis on actively advancing the SDGs in the region.

6. UNWTO and the Government of Argentina hosted the 2nd UNWTO Global Conference on Wine Tourism on 29-30 September, 2017. A special focus was dedicated to strengthening the relationship between sustainability and wine tourism, highlighting the valuable role of wine tourism in the sustainable development of tourism destinations.

7. UNWTO, the Government of Jamaica, the World Bank Group and the Inter-American Development Bank organized a Conference on Tourism, Jobs and Inclusive Growth, which aimed to set a new collaborative framework for tourism moving towards the 2030 Agenda for Sustainable Development. The event gathered 1,500 participants and over

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150 speakers in Montego Bay, Jamaica, on 27-29 November, 2017. During two days, sessions were looking into partnership models in the areas of investment, infrastructure, international aid and development finance, human capital, social inclusiveness, climate change, resource efficiency, education and destination management. Tourism leaders present on this occasion signed the Montego Bay Declaration on Jobs and Inclusive Growth: Partnerships for Sustainable Tourism, firmly demonstrating their determination in taking further action towards the advancement of sustainable tourism worldwide.

2018

8. The 4th UNWTO World Forum on Gastronomy Tourism (Bangkok, Thailand), 1-2 May 2018 in collaboration with the Basque Culinary Center, was held and addressed topics ranging from the role of technology in achieving sustainable development, to linking the whole tourism value chain to gastronomy.The 40th UNWTO Affiliate Members Plenary Session took place from 12-14 November 2018 in Hamadan, Islamic Republic of Iran. It was a very fruitful meeting with a good number of Affiliate Members present and actively participating in the discussions.

9. The 47th Meeting of the Board of the UNWTO Affiliate Members took place on 12 November 2019, one day prior to the start of the 40th UNWTO Affiliate Members Plenary Session, in Hamadan, Islamic Republic of Iran. The meeting served as the ideal setting for the Director of the Affiliate Members Department to present the proposed Restructuring and Modernization Plan for the Department, as well as the proposed Programme of Work for 2019.

10. Upon the occasion of the 40th UNWTO Affiliate Members Plenary Session, the International Seminar on Harnessing Cultural Tourism through Innovation and Technology was organized in order to highlight the significant role of the private sector in the advancement of innovative solutions and the deployment of technology in cultural tourism, in collaboration with the Iranian Cultural Heritage, Handicrafts and Tourism Organization. The seminar aimed to develop strategic and innovative tourism products by understanding the current social trends and customer needs in the area of cultural tourism.

2019

11. The Affiliate Members Department participated in in the International Tourism Fair of Abidjan – SITA 2019 and in the Investment Forum for African Tourism – FITA (Abidjan, Cote D´ Ivoire) aiming at promoting the Affiliate Membership to UNWTO and defining cooperation and investment framework for the current and potential Affiliate Members in Africa.

12. The Music Tourism Network was created by the Affiliate Members Department in collaboration with ProColombia- Affiliate Member, and presented within the framework of ITB in March of 2019 as a way to harness the potential of music tourism and create a platform for music destinations to share best practices and exchange knowledge.

13. Organized in the framework of ITB, and in collaboration with Affiliate Member Google, the High-Level Dialogue on Digital Skills in Tourism brought together high-level representatives from across the European region to discuss the importance of digital education and promote the exchange of initiatives and policies that contribute to building digital capacity in tourism. Google will support UNWTO members in addressing the new digital trends and transformation challenges faced by tourism and needed by the sector, to fully harness its development potential and contribution to sustainability.

14. The 48th Meeting of the Board of the UNWTO Affiliate Members took place within the framework of ITB on 6 March, the last meeting of the currently elect Board. The meeting

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served asas a platform for the Director of the Affiliate Members Department to present the progress of the implementation of the Restructuring and Modernization Plan for the Department.

15. UNWTO participated in the 6th edition of the Platino Awards, organized by Affiliate Member EGEDA in the Mayan Riviera, Mexico (11-12 May 2019), which aimed to promote the 2030 Agenda through the joint UNWTO-EGEDA initiative "17 Awards, 17 SDGs", taking advantage of the significant media visibility guaranteed by the Platino Awards ceremony. The UNWTO Secretary-General also presented the prestigious, and relevant, Award for Cinema and Education in Values.

16. On 29 May 2019 in Zagreb, Croatia, UNWTO organized the Workshop on Growth, Innovation and Partnerships within the framework of the 64th Meeting of the UNWTO Commission for Europe. The Workshop featured a series of presentations of the new UNWTO-Affiliate Member services and masterclasses that are to be made available to Member States. The Affiliate Members that presented were Amadeus, Google, ICCA, ICF and Niantic.

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Annex VI: UNWTO Recommendations on Urban Tourism

I.   **Introduction**

   Considering that

1. According to the United Nations, in 2015, 54% of the world's population lived in urban areas and that by 2030 this share is expected to grow to 60%,

2. Alongside rapid urbanization, the growth of the tourism sector in recent years, driven by affordable transport, increased mobility, travel facilitation, new technologies such as digital platforms for property renting and hospitality services, and a growing middle class, has made cities increasingly popular tourism destinations,

3. The wealth generated from both domestic and international tourism contributes significantly to the socio-economic development of many cities and its surroundings, drives cultural preservation and regeneration and promotes intercultural exchanges,

4. The growth of urban tourism also creates important challenges in terms of the use of natural resources, environmental changes, socio-cultural impact, fair working conditions, pressure on infrastructure, mobility, peace and security, congestion management and the relationship with host communities,

5. In a time of intense debate over the growing number of tourists and the livability and sustainability of cities, it is essential that all stakeholders – residents, visitors, local, regional and national authorities and private sector – work together to respond to the current and upcoming challenges,

6. Creating policies that provide guidance to the sector on how to more effectively develop and manage urban tourism is crucial to the long-term sustainability and development of the tourism sector and urban settings,

7. The principles of the Global Code of Ethics for Tourism,

8. Tourism can make an important contribution to the New Urban Agenda and the achievement of the Sustainable Development Goals, particularly Goal 11 on 'Make cities and human settlements inclusive, safe, resilient and sustainable',

9. These recommendations stem from the series of UNWTO Urban Tourism Summits held since 2012, the Lisbon Declaration on Sustainable Urban tourism, adopted at the First UNWTO Mayors Forum for Sustainable Urban Tourism, held in Lisbon, Portugal, on 5 April 2019, in addition to research conducted by the UNWTO Secretariat in the area of urban tourism[3].

II.   **UNWTO Recommendations on Urban Tourism**

   Promote the integration of tourism in the wider urban agenda

1. Tourism should be fully integrated in the wider city agenda as a means ensure its effective contribution to the development of inclusive, resilient and sustainable cities.

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[3] World Tourism Organization and IPSOS (2019), *UNWTO/IPSOS Global survey on the perception of residents towards city tourism: impact and measures* (online), available at: http://cf.cdn.unwto.org/sites/all/files/docpdf/unwtoispsosglobalsurveysummary.pdf (12-04-19).
World Tourism Organization; Centre of Expertise Leisure, Tourism & Hospitality; NHTV Breda University of Applied Sciences; and NHL Stenden University of Applied Sciences (eds., 2019), 'Overtourism'? – Understanding and Managing Urban Tourism Growth beyond Perceptions, Volume 2: Case Studies, UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284420629.
World Tourism Organization; Centre of Expertise Leisure, Tourism & Hospitality; NHTV Breda University of Applied Sciences; and NHL Stenden University of Applied Sciences (eds., 2018), 'Overtourism'? – Understanding and Managing Urban Tourism Growth beyond Perceptions, UNWTO, Madrid, DOI: https://doi.org/10.18111/9789284419999.

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2. Cities should set governance models and collaboration mechanisms for urban tourism that engage the tourism administration as well as other relevant areas at all levels – national, local and regional, the private sector and local communities.

3. Tourism should be included in cities' monitoring and measurement systems ensuring evidence-based decision making, planning and management.

4. Tourism should be part of the urban policies and strategies to achieve the implementation of the New Urban Agenda and the Sustainable Development Goals, specifically Goal 11 on 'Make cities and human settlements inclusive, safe, resilient and sustainable'.

Foster sustainable policies and practices in urban tourism

5. Urban tourism should promote sustainable practices for a more efficient use of resources and a reduction of emissions and waste within the framework of the circular economy.

6. Cities should implement the concept of smart urban tourism destinations by integrating fully the following pillars in their policies and strategies: governance, innovation, technology, accessibility and sustainability in the three areas – social, economic and environmental.

7. Cities should promote universally accessible urban tourism in line with the UNWTO Recommendations on Accessible Tourism for All.

8. Cities should maximize the use of big data and technology to better plan, measure and manage urban tourism and promote evidence-based decision making on key issues such as infrastructure, carrying capacity, housing, transport and mobility, management of natural and cultural resources and community engagement in tourism.

9. Cities should develop innovative tourism products and experiences and the use of technology to diversify tourism flows in time and space, promote longer stays and attract visitor segments that better contribute to their long-term vision and strategy.

10. Cities should advance the measurement and monitoring of urban tourism in order to ensure sustainable development of destinations in a relevant and timely manner. In this regard, the UNWTO Network of Sustainable Tourism Observatories can be a model to consider as it provides a framework for the systematic, timely and regular monitoring of resource-use and a better understanding of the impact of tourism in nine areas – seasonality; employment; economic benefits; governance; local satisfaction; energy management; water management; waste water (sewage) management; and solid waste management.

11. The sustainability of urban tourism will only be successful if a comprehensive and long-term planning strategy is adopted based on a multi-action and multi-stakeholder participatory approach.

Create cities for all: building cities for citizens and visitors

12. Cities should enhance the full integration of local communities in the tourism planning and management.

13. Cities should promote the inclusion of local communities in the tourism value chain ensuring that tourism benefits translates into community based wealth creation, decent jobs and social inclusion particularly for women, youth and less favoured groups.

14. Cities should promote the contribution of tourism in the creation of cities as spaces that foster urban regeneration, cultural diversity, intercultural dialogue, innovation and the generation and exchange of knowledge.

15. Cities should consider tourists as 'temporary residents' and ensure tourism policy promote the engagement of visitors and residents in a holistic and fully integrated manner.

16. Cities should plan and manage city development and urban tourism in an integrated manner for residents and visitors alike.

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Annex VII: UNWTO Academy, Tourism Education, Skills and Jobs – a key objective towards the 2030 Agenda

1. The main action lines of the 2018-2019 Programme of Work approved by UNWTO Members at the 22nd General Assembly fully converge with the scope of the 2030 Agenda in placing tourism at the forefront of development.

2. It has become critical to position tourism as a policy priority a) by strengthening policies and governance structures to ensure a resilient and well-defined framework for sustainable tourism development strategies and b) by building better policies and institutions.

3. Tourism can be a powerful vehicle to promote and reach the milestones of the ambitious 2030 agenda, given that it is one of the major sectors in the global economy, namely in international trade, and a major job and wealth creator for developed and developing countries, at different skills levels, for often marginalized sectors of society such as young people and women, and in areas where other opportunities are scarce.

4. For these reasons, tourism is well acknowledged as a valuable tool in alleviating poverty, as employment within the sector can provide income and experience and therefore contribute to social inclusion and individual development. It also contributes in a major way to the long-term sustainability and competitiveness of destinations, where local people are employed and trained and income flows directly to the local economy.

5. When planning the development of tourism's human capital base, it is important also to note that the human capital needs of the tourism sector today are not the same as the human capital needs that will exist in 2030. We will see the emergence of new types of tourism businesses, products, services and professions, requiring different competencies, knowledge and personality attributes.

Activities

UNWTO Year of Education, Skills and Jobs

6. The increase in tourism figures creates a unique setting for stakeholders to sit around the same table to work and advance together towards bigger benefits for people and communities.

7. We need to invest and create quality job opportunities in tourism to meet current and future market demands. This will enhance the competitiveness and sustainability of tourism destinations.

8. In this framework, the UNWTO Secretary-General has declared 2019 as the UNWTO Year of Education, Skills and Jobs. The year will translate into, and benefit from, many activities presented below.

UNWTO Academy

9. As one of the pillars under this priority, UNWTO has created the UNWTO Academy, replacing the UNWTO.Themis Foundation created 20 years ago. The activities of the UNWTO Education and Training Department include the creation of international centres and an online education and training platform to improve skills, education and specialized training programmes.

10. Over this last year, the UNWTO Academy has been very active, offering training sessions and courses on different issues (see list below): sustainable destination management, governance for local development, designing a promotional strategy, tourism and circular economy, digital transformation, etc.

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Tourism Online Academy (digital)

11. The Tourism Online Academy is a 20-year project aiming to provide an online platform with easy access to high-quality education and training in the Travel and Tourism sector, Hospitality industry and Destination Management fields.

12. Our goal is to become the reference for online first class and comprehensive training in the tourism industry, highly valued on the job market and in the business world and accessible to anyone geographically.

13. During the first phase, UNWTO will join forces with the Affiliate Member IE University (Madrid), in order to use its existing experience in education. As the United Nations agency in charge of the promotion of responsible, sustainable and universally accessible tourism, UNWTO generates market knowledge, promotes competitive and sustainable tourism policies and instruments, fosters tourism education and training, and works to make tourism an effective tool for development.

14. Tourism education and training institutions play a vital role in leading the tourism industry towards competitiveness and sustainability by providing qualified and motivated tourism human resources, able to meet the tourism labour market needs.

15. Therefore, in a second phase, the platform would be open to top universities, such as Harvard and the Massachusetts Institute for Technology (MIT), in order to foster education via a digital global platform. The partnership with the IE and any benefits generated from the online platform will strictly follow the UN Guidelines for the cooperation with the business sector. See Annex VII-B on the online Academy for further information.

Tourism education

16. Strengthening Members' capacity in tourism education is one of the areas of work of the UNWTO Academy that continues to offer courses that are co-created with leading UNWTO Members (from both the private sector and academia).

    (a) Onsite courses tailor-made to the needs of the Member States.

    (b) Specific tourism and travel education and training courses in the International Centres – UNWTO global training hubs – that will enable UNWTO to have a permanent offer in education and training worldwide. The first International Centres will be operational in 2019 (Portugal and Georgia) and further conversations have started with Member States for the creation of others (Saudi Arabia, Costa Rica and Uzbekistan).

    (c) Tourism Education and Training for younger age groups. UNWTO Academy has started work on the creation of a tourism syllabus to be included in the curricular content for younger age groups (high-school level).

17. Fostering Members sustainability and competitiveness through the two UNWTO quality seals – UNWTO.TedQual and UNWTO.Quest programmes – is a priority for the UNWTO Academy.

Job creation

18. UNWTO also provides support to Members in the development of frameworks and policies that enable job creation. Working groups were created with the participation of all industry stakeholders from the public and private sector (leading companies and academia) to establish the current needs of the industry and write up, jointly with the UNWTO operational departments, policy papers and content for specialized education and training courses to be delivered by the UNWTO Academy. In addition, a series of training initiatives from UNWTO Affiliate Members is being launched in 2019 for Member States (Google, ICCA, Amadeus, etc.)

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19.   In line with this, UNWTO is advancing research on the impact of tourism on jobs and the future of work in the sector. As requested at the 8th Meeting of the G20 Ministers of Tourism held in Argentina in 2018, a report on the subject will be presented by UNWTO at the 9th Meeting to be held in Japan, in October 2019.

20.   The General Debate at the UNWTO General Assembly will focus on Education and Job Creation: How to contribute to SDG4 and SDG8, where tourism ministers and heads of delegation are invited to discuss how the tourism sector can benefit from and contribute to the achievement of the universal 2030 Agenda for Sustainable Development at the national and global levels.

Talent development and image of employment in tourism

21.   The work of the Organization can be illustrated by a regional seminar that took place in the Middle East (Egypt) and that discussed policies and strategies to address key issues in the region such as a) the creation of quality jobs and closing the decent work deficit, b) skills development, c) the stimulation of youth employment and women participation in the tourism labour market and d) supporting tourism MSMEs for economic growth and job creation.

22.   Digitalization in tourism was also discussed at the High Level Dialogue on Digital Skills in Tourism organized within the framework of ITB 2019 in Berlin.

23.   With the main aim of encouraging stronger ties among Members belonging to the public and private sectors as well as academia, and to reinforce the image of decent jobs in tourism, the UNWTO Academy has also carried out several national Tourism Education Quality Seminars in which participants have learnt more about the quality standards of the UNWTO.TedQual Certification programme for tourism education and training programmes and have learnt about others' experience in this field. This line of knowledge dissemination and promotion is continuing in 2019 with seminars in other Member States (Japan, etc.).

24.   In addition, UNWTO is actively working on talent development initiatives such as:

(a)   the World Tourism Students League, where teams of students will compete to come up with the best innovative and proactive ideas for the challenges our sector is facing. The first National League will be launched in September 2019 and a Global League for January 2020

(b)   a Talent Development Platform where talent will be matched with the needs of UNWTO Affiliate Members.

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Annex VII-A: List of initiatives organized or co-organized by the UNWTO Academy

January - December 2018

February			
	5 Feb –19 Mar	UNWTO/GWU University Online Course on "Tourism as a Path to International Cooperation & Sustainable Development"	Online (with GW University)
March			
	20	UNWTO.TedQual Networking Meeting	Principality of Andorra
April			
		Inscription of Agencia Córdoba Turismo to UNWTO.Quest Certification Programme	
May			
	1-3	UNWTO-UAE Executive Training Workshop on "Innovative Approaches to Destination Branding"	Dubai, United Arab Emirates
	5	UNWTO.TedQual Seminar	Cairo, Egypt
	8-9	44th Meeting of the UNWTO Commission for the Middle East UNWTO Regional Conference on Human Capital Development in Tourism: New Perspectives	Sharm el Sheikh, Egypt
July			
	9-14	2 Modules for the Master Degree "Maestría en Gestión de Destinos Turísticos Anáhuac, México " Marketing de destinos turísticos Desarrollo turístico sustentable	Mexico, Onsite
September			
	5	International Seminar on "El turismo ante los retos de la Calidad y Sostenibilidad"	Cordoba, Argentina
	12	UNWTO.TedQual Seminar Brasilia	Brasilia, Brazil
	24	International Seminar on "Gobernanza Turística, un factor clave para el desarrollo de destinos"	Cordoba, Argentina
	17-21	UNWTO.QUEST: Tourism Governance for Local Development	Corrientes, Argentina
	18Sept – 30 Oct	UNWTO Training Programme on Tour Guiding	Manama, Bahrain
October			
	Oct. 2018 – July 2020	UNWTO-UOC Master course on "Strategy and Sustainable Management of Tourism Destinations" at the Open University of Catalonia	Online, Spain
	23-28	UNWTO Training Programme in the Kingdom of Bahrain on "WFTGA Train the Trainer"	Manama, Bahrain
November			
	5-9	UNWTO course - Tourism and Digital Transformation: Impact on the Development of the Tourism Model	Zacatecas, Mexico
December			

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	3	UNWTO.TedQual Seminar Japan with Wakayama University	Tokyo, Japan
		UNWTO.QUEST for Punta del Este Convention Bureau (Uruguay) (March 17 to December 18)	Punta del Este, Uruguay

2019

March

	7	High-Level Dialogue on Digital Skills in Tourism	Berlin, Germany

April

	9-11	UNWTO Executive Education Workshop on "Sustainability in Tourism Destinations"	Dubai, UAE

May

	2-3	5th UNWTO World Forum on Gastronomy Tourism	San Sebastian, Spain
	TBC	UNWTO Quest Seminar	Japan

June

	TBC	UNWTO Course on Rural Community Tourism	Jujuy, Argentina

July

	2-5	Train the trainers course for Tourism Educators within International Centre Estoril	Estoril, Portugal
	1-19	Maestría OMT – Anáhuac: Conceptualización del turismo (en línea)	Mexico
	22-27	Maestría OMT – Anáhuac: Política y Planificación turística (presencial)	Mexico
	22-27	Maestría OMT – Anáhuac: Destinos turísticos inteligentes (presencial)	Mexico

September

	9-13	23rd session of the UNWTO General Assembly: Official presentation of the Tourism Online Academy. Launch UNWTO Students' League	Saint Petersburg, Russian Federation
	27	World Tourism Day	India
	TBC	UNWTO Regional Workshop on Tourism Marketing: Designing a Promotional Strategy"	Romania

October

	Oct. 2019 – Jul. 2021	UNWTO-UOC Master course on "Strategy and Sustainable Management of Tourism Destinations" at the Open University of Catalonia	Spain
	TBC	UNWTO Regional Course (subject tbc)	Mexico

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Annex VII-B: Tourism Online Academy

1.   The Tourism Online Academy is a 20-year project whose objective is to establish an online platform that provides easy access to high-quality education and training in the Travel and Tourism sector, the Hospitality industry and Destination Management fields.

2.   Its goal is to become the global leader in online tourism education, providing first-class, comprehensive training that has high value in the job market and in the business world and that is accessible to anyone regardless of geographic location.

Project phases

3.   In the first phase of the project, an approximately 50-hour long online self-paced program will be developed by UNWTO and IE and accessible on the platform. It will include a MOOC (Massive Open Online Course) associated to a MOOC completion certificate. That part of the program will have a duration of approximately 8 to 10 hours.

4.   Following the completion of the MOOC, participants will have access to a catalogue of multimedia tutorials, readings, videos as well as other learning materials in the form of articles, presentations, podcasts, etc. grouped in specific modules. Each module will cover a specific general management area and the completion of each module will take around 8 hours.

5.   Students will thus be able to improve their skills and deepen their knowledge in the following areas of Foundations of General Management:

   • Strategy
   • Finance
   • Marketing
   • Operations
   • Technology and Innovation

6.   IE will assign professors experts in each of the five areas to be developed. The participants will also study contents specifically related to the tourism sector, its particularities and trends. At the end of each module they will have to complete an assignment before receiving a badge demonstrating that they have finished the specific module.

7.   If and once they have completed the five modules, participants will be able to pass a test to obtain a **Tourism Online Academy** certification in Foundations of Management applied to Tourism. In order to obtain this certification, participants will need to probe mastery of concepts by taking a proctored online exam.

8.   The cost of the program will be affordable and will include an online course in a MOOC (Massive Open Online Course) format with free content access. The MOOC completion certificate will be available for those who want it for a price of 49 Euros. In addition, the price of the total self-paced program (5 modules), including program's test and certificate 250 Euros.

9.   In the first phase of the project the MOOC and the rest of content materials will be provided in English. Please see the image below to have a better understanding of the initiative in Phase I.

10. Phase 2: Translation of the programs into Spanish, French, Arabic and Russian.

11. Phase 3:

   - Additional materials in the five general Management areas. The objective is to develop an **Online Academy certification** with programs in each one of these areas focusing on the tourism industry.
   - Other institutions and course providers will join the platform to offer contents directed at specific segments of the Travel and Tourism sector. **Tourism Online Academy** will establish the process, selection of partners, criteria and standards for this to happen in the future.

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Audience

12.   The Tourism Online Academy aims at becoming a unique and universal tool, the online platform of reference for training and acquisition of knowledge and skills, for any person working or planning to be active professionally in the Tourism/Hospitality/Destination management sector. Participants could come from national, regional or local authorities, any institution working in the tourism sector, universities and training institutions, and professionals from the public and private sector.

13.   For phase I and II, any participant working or interested in working in any of these sectors, a professional holding any management position or aiming at becoming a manager in the industry and wishing to improve their management skills would find great value in this program.

14.   Phase 3 will include a wider spectrum of subjects and materials, not only content related to general management.

Benefits of the methodology

15.   The online platform offers both flexibility and access to exhaustive material related to the tourism sector. Participants from the different kinds of audiences will be able to study at their own pace, choosing their study load, according to the time they have available, and study path depending on preferences. They will obtain an **Online Academy** certificate once they have completed the program and passed the associated tests.

16.   The cost of the program will be affordable and will include an online course in a MOOC (Massive Open Online Course) format with free content access. Only the MOOC completion certificate will be charged for those who want it.

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Annex VIII: Creation of the UNWTO Tourism Innovation Hubs Network

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Objectives

1.   In general terms, with this Network, UNWTO aims to:

    (a)   Drive the digitalization of tourism and create an Innovation and Entrepreneurship Ecosystem that will maximize the potential of the sector in terms of economic growth, job creation and sustainable development;

    (b)   Support Member States by developing optimal framework conditions for entrepreneurship and investment in tourism, including the production of knowledge, sharing and best practices; and

    (c)   Position UNWTO as a leader driving the global agenda on innovation.

2.   Adhesion to the UNWTO Tourism Innovation Hub Network provides the following benefits for existing Hubs:

    (a)   Opportunity to work in collaboration with a specialized agency of the United Nations to scale up the local, national and regional ecosystems;

    (a)   Increased access to key players of the innovation and entrepreneurship ecosystem: academia, corporations, SMEs and startups, investors and business partners;

    (b)   Increased public-private collaboration.

3.   The benefits of the adhesion of national Innovation Hubs to the UNWTO Tourism Innovation Hub Network for Member States include:

    (a)   Direct access to key players of the innovation and entrepreneurship ecosystem: academia, corporations, SMEs and startups, investors and business partners;

    (b)   Space to support and scale up entrepreneurs from the Member State;

    (c)   Visibility as a leader in entrepreneurship and venture capital;

    (d)   Creation of high-quality employment and business opportunities in tourism;

    (e)   Opportunity to promote an investment culture within the national ecosystem; and

    (f)   Increased public-private collaboration.

4.   Within the context of the UNWTO Tourism Innovation Hubs Network, the UNWTO has collaborated thus far with Unidigital, an innovation hub committed to fostering entrepreneurship in the Americas region, and Wakalua, the world's largest initiative dedicated to identifying the startups that will lead the transformation of the tourism sector.

Terms and conditions

5.   Requirements and consideration criteria for Hubs to join the UNWTO Innovation Hubs Network:

    (a)   Network membership will be open to all active Innovation Hubs who can show a demonstrated impact on the tourism sector and are established in UNWTO Member States where they have led programmes or workshops related to tourism or support startups relevant to the tourism sector that directly or indirectly contribute to the tourism value chain;

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(b)   Target startups must be in the seed or early stages with a vision for growth and internationalization;

(c)   The Hub's services must include a mentorship programme, educational or training activities, a co-working space and a capital fund; and must be committed to organizing events, building a strong startup portfolio, promoting and supporting UNWTO events and activities, as well as providing mentorship programmes for startups that work with UNWTO;

(d)   Must be able to share success stories about its startups and demonstrate the success of the same in terms of company growth and investment amount received;

(e)   Hubs should be committed to at least two of the Sustainable Development Goals (SDGs) of the United Nations through its objectives, initiatives or startups; and

(f)   Awards or membership in existing international networks are assets that will be considered.

6.   Responsibilities as a UNWTO Innovation Hubs Network Member:

(a)   Provide vetted mentors, speakers, judges for UNWTO activities related to innovation and digital transformation in tourism;

(b)   Develop and host at least two conferences or capacitation activities per year for both public and private sector stakeholders in tourism;

(c)   Participate in an annual survey on their progress;

(d)   Payment of the annual fee of 5,000 Euros;

(e)   Work with UNWTO as a partner on their own events and activities;

(f)   Develop a white paper on trends with other UNWTO Innovation Hubs; and

(g)   Develop special programmes for startups that work with UNWTO.

7.   Acceptance Process for new Hubs to the UNWTO Innovation Hubs Network

(a)   By submitting the membership application, Hubs are committing to actively support UNWTO Member States and tourism related startups through the organization of activities such as technical workshops, mentorship programmes, conferences, pitch slams, etc., in order to scale up and go international;

(b)   To ensure the highest standard of transparency, applicants are required to submit the following documents to UNWTO:

(i)   Application Form, which requires *inter alia* general information about the applying Hub; a list of its most relevant Startups and Partners; services available; target startup profiles, including number of startups and yearly capital commitment as well as acceptance of a compliance framework, including the Statutes of UNWTO as well as the principles of the UNWTO Global Code of Ethics for Tourism.

(ii)   Example of at least one Startup that directly or indirectly contributes to the tourism value chain that was successful in terms of both investments received and company growth. The report should include a short description of the Startup's area of work and clearly indicate how the Hub helped the startup, which services were used, how much capital investment the startup received and the growth to date since joining the Hub.

(iii)   Letter(s) of Support from relevant institution(s). This should include the regional tourism authority and/or the responsible governing body such as the

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Ministry in charge of tourism as well as a Letter of Support from the Hub's startups. In case of cross-border Hubs, letters shall be received from all relevant institutions involved. The letter(s) from the governmental authority must be written on official letterhead and bear the seal of the governmental authority, and be sent to the UNWTO Secretariat via mail, fax, or electronic mail to the below mentioned address.

UNWTO Innovation and Digital Transformation
World Tourism Organization (UNWTO)
C/ Poeta Joan Maragall 42
28020 Madrid
Spain Email: idt@unwto.org
Tel: +34 91 567 81 00

(iv)   Upon positive assessment by UNWTO, the Hub will receive an official Letter of Acceptance granting Member status, which implies the immediate recognition and coming into force, as per the date of transmission of this official communication, of all the rights and obligations of a UNWTO Innovation Hubs Network Member. This certification will need to be renewed on a yearly basis.

(v)   A Hub Renewal Form must be submitted within a year of the date of transmission of the Letter of Acceptance. This form will require the renewed acceptance of the Statutes of UNWTO as well as the commitment to the principles of the UNWTO Global Code of Ethics for Tourism. Upon acceptance by UNWTO, a Letter of Acceptance will be sent to the Hub, which implies the coming into force, as per the date of transmission of this official communication, of all the rights and obligations of a UNWTO Innovation Hubs Network Member.

8.   Data and Research sharing

(a)   Each Member Hub shall monitor the following set of core metrics bi-annually:

(i)   Names and number of startups per Hub, total and those related to tourism;

(ii)   Names and number of mentors and experts per Hub, total and those related to tourism;

(iii)   Names and number of events per Hub, total and those related to tourism; and

(iv)   Amount of investment received per startup and Hub, total and those related to tourism.

(b)   A bi-annual survey will be sent to collect this information.

9.   Communication and information sharing

(a)   Hubs should document success stories and examples of lessons learned. They can disseminate these experiences through their networks nationally, regionally and through UNWTO in order to highlight progress in the sector;

(b)   UNWTO will support the sharing of information among Hubs and Member States, such as connecting interested parties, and will support high-level interventions, where applicable, by providing available aggregated information and documentation of success stories and experiences from Hubs to support innovation in tourism.

10.   Legal status and liability

(a)   The UNWTO shall be exempt from all liability for the acts and omissions of the members of the Network and shall not be subject to legal proceedings or be subject to any kind of liability, financial or otherwise, with the sole exception of the expressly established precepts in these Terms and Conditions;

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(b)   The members of the Network agree to hold free from all responsibility and, if applicable, defend the Organization with respect to any legal action, claim or demand related to the member and its activities.

11.   Exclusivity

The parties agree that these terms and conditions do not confer any exclusivity with respect to the activities they regulate and that the parties may collaborate in similar activities with other partners.

12.   Financial provisions

(a)   The Hubs of the Network shall pay the amount of 5,000 euros per year for access to participation in the Network. This amount is exempt from any direct or indirect taxes and expenses of any nature and may only be adjusted or revised upon written agreement of the parties;

(b)   In case of loss of UNWTO Innovation Hubs Network Member status or termination of agreement between the UNWTO and the Hub, the annual amount to be paid referred to in 12 (a) for the year in which the participation in the Network ends shall be prorated to the effective date of loss of UNWTO Innovation Hubs Network Member status or termination of such agreement, following UNWTO's prorating policy;

(c)   If, as at every 31 December from the date of signature of the agreement between the UNWTO and the Hub of the Network, the member has not paid this amount per year, the Hub's participation in the Network shall be deemed to have terminated at that date; and

(d)   The UNWTO may, in accordance with its rules and regulations, receive voluntary contributions from Network Hubs, other Members of the Organization or external sources to support the Network's programme of work.

13.   Immunities and privileges

No provision in these terms and conditions or in relation thereto shall constitute an express or implied waiver of the privileges and immunities of the UNWTO.

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Annex IX: UNWTO Agenda for Africa 2030 - Tourism for inclusive growth

Introduction

In this annex, the Secretary-General presents to the Members of the UNWTO Executive Council a blue print for the Africa region translated into the **UNWTO Agenda for Africa 2030 - *Tourism for inclusive growth.***

Following the 22nd session of the UNWTO General Assembly in Chengdu in 2017, African Ministers of Tourism have strongly urged the UNWTO Secretariat to develop a dedicated programme for the region to support an integrated approach to sustainable tourism development as one of its key socio-economic drivers in the continent.

This document includes initial features of the consultative process initiated by and with the Member States back in January 2018 during FITUR, which were then consolidated and discussed in March during ITB Berlin and supported in June by the 61st Regional Commission for Africa and is now being presented in the framework of the 110th Executive Council.

As the world sets a new universal agenda for sustainable development, UNWTO and its Members in Africa need to undertake collaborative efforts in developing a strategic vision and agenda for the continent. The **UNWTO Agenda for Africa 2030 - *Tourism for inclusive growth*** aims to build a more resilient, sustainable and innovative tourism sector that generate jobs, promote inclusive and low carbon growth in line with all three dimensions of sustainable development, by placing people, the planet and prosperity at its core.

I. Rationale

Tourism in Africa is a flourishing sector that supports more than 21 million jobs, or 1 in 14 jobs, on the continent. Over the last two decades, Africa has recorded robust growth, with international tourist arrivals and tourism revenues growing 6 per cent per year between 1995 and 2017. In the next decade, tourisms' continued growth is expected to generate an additional 11.7 million jobs in Africa.

In line with the Management Vision and priorities approved by the Executive Council in May 2018, Africa shall have a significant place in the Programme of Work of the Organization embedded in the priorities highlighted, because tourism is a key sector for Africa. The agenda also aims to foster resilience and support destinations in creating a safe and secure environment for people and visitors. The growth and resilience of tourism to external shocks places the sector at the forefront of any country's export strategy and economic diversification, thus playing a decisive role in the achievement of the 2030 Agenda and the Sustainable Development Goals.

Investing in people, boosting infrastructure development, shaping better policies and institutions, building resilience, stimulating entrepreneurship, fostering innovation and digitalization, and making sustainable use of rich biodiversity and culture, should be at the core of our efforts to unlock and realize the potential of tourism for the continent's economic growth, while mitigating migration and preserving its rich natural and cultural assets.

The Secretary-General is fully committed to develop and promote a UNWTO Special Programme for Africa the "**UNWTO Agenda for Africa 2030 - *Tourism for inclusive growth*"** with African Members, responding to the diversity of needs and countries, mobilizing partners, resources and competences; and securing substantial extra budgetary resources will be a key priority to sustain these efforts and a successful implementation. A closer engagement with the UN Economic Commission for Africa (UNECA) and the Africa Union (AU) shall be explored, eventually in having a UNWTO representative to liaise closely with said institutions.

We are at the crossroads of a unique opportunity for Africa with a universal 2030 Agenda, for People, the Planet, Prosperity, Partnership and Peace. A sustained investment and a new financing Aid architecture for tourism development in Africa shall provide wealth to millions of people, contribute to economic development, to peace and security in the region, while preserving its rich natural and cultural assets.

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II. Building together the UNWTO Agenda for Africa 2030 - *Tourism for inclusive growth*

In shaping such an ambitious programme with the full engagement and commitment of the African Member States, the UNWTO Secretariat will align with the five key priorities of UNWTO; i) Innovation and digital transformation; ii) Investments and entrepreneurship; iii) Education and employment; iv) safe, secure and seamless travel; v) Social, cultural and environmental sustainability endorsed by the 108th session of the UNWTO Executive Council . In addition to the intense consultations with Members, there are evidence based researches including surveys conducted among the African member states which supports the objectives of the agenda.
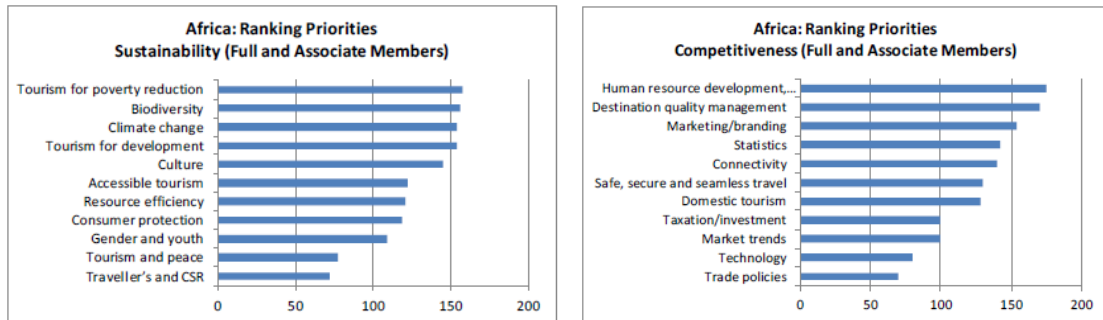
Source: UNWTO Survey on Members Priorities 2018-19

Moving forward, the Secretary-General explored opportunities, challenges, and identified the following initial five strategic measures to discuss and agree upon with the Executive Council Members.

In order to shape an ambitious programme the Secretary-General proposes to allocate 300,000 EUR to this initiative in the 2020-2021 biennia, which shall sustain the Secretariat's capacity to shape the ambitious *UNWTO Agenda for Africa 2030 - Tourism for inclusive growth*

III. Shaping together a sound "UNWTO Agenda for Africa 2030 - *Tourism for inclusive growth*" in the 2030 Agenda.

The limited resources of the Organization require an efficient approach. We need to adopt a pragmatic and results-oriented project design and management, setting clear targets to delivering with required quality and in agreed timeline.

- **Senior leadership and a dedicated team in the Secretariat**, with the proposed financial resources for preparing a sound programme outline based on evidence based research, with clear objectives and milestones and which would align with multilateral and bilateral donors priorities;

- **Secretariat pooled and coordinated competences**, resources mobilization and partnership department, operational and technical cooperation departments to support the regional department for Africa and its Members.

A key deliverable shall be a comprehensive programme/projects portfolio for "UNWTO Agenda for Africa 2030 - *Tourism for inclusive growth*", which UNWTO and Members can use when approaching donors, and would provide a framework for implementation.

1. Investing in people and forging strategic partnerships

Enhancing efforts to position tourism as a key sector in Africa, increase resources, strengthening institutional delivery capacity and action of Member States at the country level, and forging strategic partnerships is at the core of the Secretariat work. The broad tourism value chain provides opportunity to partner with a diverse range of institutions.

Build synergies with the UN Economic Commission for Africa (UNECA) and the African Union (AU), to elaborate the Continental Tourism Strategy, as part of the AU's Agenda 2063 for

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a people-centered and planet-sensitive structural transformation in Africa. A closer engagement with both UNECA and AU shall be explored, eventually having a UNWTO representative to liaise closely with said institutions.

- **Strengthen institutional capacity of Member States** to maximise national strategic national planning instruments, donor's support including opportunities for mobilizing resources at country level to maximise and enhance their national development plans and policies.
- **Leverage capacity of other UN system entities**, other International Organizations (IOs) to broaden and strengthen the capacity to prepare the "*Agenda for Africa 2030 - Tourism for inclusive growth*" (UNDP, UNEP, ITC, UNIDO, UNCTAD, WTO, UNESCO, etc.)

- **Explore strategic and focused partnership**s with International Finance Institutions (IFIs), and Regional Economic Communities (AFDB, UEMOA, ECOWAS etc.) and the private sector stakeholders

2. Embracing the UN System and the United Nations Reform for country led development

UNWTO is a UN specialized agency since 2003 and it is one of the smallest in the UN System, both in staff and budget. Furthermore, it is important to note that it has no country-level presence. As an organization that serves such an important global socio-economic sector, we need to explore and take full advantage of the opportunities arising from being part of the UN System.

UNWTO is in a unique position with Member States to benefit from the UN Reform. The UN system is at the crossroads to enhance UN presence at country level, UNWTO Member States and the Secretariat should take advantage of this new approach for strengthening support on the ground.

- **Mainstream active participation of the Member States and Secretariat in UN system** led processes, such as the United Nations Development Assistance Framework (UNDAF), the Strategic Partnership Framework (SPF) and other strategic planning instruments at country level can leverage great results.
- **Adapt to EC110 recommendation on UNSDG Membership** in order to fully maximise opportunities to include tourism in national planning at country level, including support of Resident Coordinators to Non Resident Agencies

3. Mobilizing resources by aligning with donors priorities and global challenges

According to OECD DAC Statistics, tourism stands last in both the amount of Official Development Assistance (ODA) volumes, as well as ratio to its regular budget. The enormous potential of the tourism sector for growth and job creation significantly justifies increasing the amount of aid and development financing towards tourism. Despite an increase of ODA flows for tourism in 2017, representing 0.2 % of total ODA for Productive sectors and 0.4% of total Aid for Trade flows, the level of Aid is still low considering that tourism is a key export sector representing 6% of total world exports in 2017. The OECD Development Assistance Committee (DAC) recently included UNWTO in the DAC list of eligible International Organizations, recognizing its development function. We must build strategic partnerships to leverage more resources – both financial and non-financial (competences).

Build a new operational framework and dialogue between donors and International Financial Institutions (IFIs) with Member States at national level: International aid flows are mainly disbursed at country level. EU is a key partner in these endeavours, without neglecting bilateral donors. **Build an on-going dialogue with Donors at country level, and plan Donors Round Tables for the "*Agenda for Africa 2030 - Tourism for inclusive growth***"** in Geneva, New York, Brussels and in Paris with the OECD DAC.

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Note: Core priorities identified by African Ministers of Tourism, based on consultations held in 2018-19 (RDAF)

The priorities identified and to which the Sustainable Development Goals correspond are as follows:

- Advocating the Brand Africa, *SDGS 8,10,11,14,15*
- Promoting Travel Facilitation (Connectivity / Visa) *SDGS 8,9*
- Strengthening Tourism Statistics Systems *SDGS 8,15,17*
- Expanding of Capacity Building incl. Training Facilities *SDGS 4, 8,10,17*
- Promoting Innovation and Technology *SDGS 8,9,17*
- Fostering Resilience (Safety + Security, Crisis Communication) *SDGS 8,12,13,16*
- Unlocking Growth through Investment Promotion by Public Private Partnerships *SDGS 8,9,11,12,14,15,17*
- Empowering Youth and Women through Tourism *SDGS 5, 8,10*
- Advancing the Sustainability Agenda (esp. Biodiversity) *SDGS 12,13,14,15*
- Promoting Cultural Heritage *SDGS 8,16*

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Annex X: United Nations Reform - Repositioning the United Nations development system - and the implications for UNWTO

Background:

1. Recalling the Annex IV of the 109th Executive Council document on *The United Nations Reform – Repositioning the United Nations development system and the implications for UNWTO (click here)*, the UNWTO Secretariat presented the current note to the Council Members in order to recall the importance and relevance of addressing the UN Reform with its executive body and to ensure that specific actions and decisions are taken in this regard.

2. The Annex IV of the EC document provided a brief background and purpose to a number of the opportunities that exist from being part of the UN system and the on-going UN reform process. The document noted that UN Members States had expressed since several years their concerns for the UN to become more relevant, efficient and impacting, particularly in the context of the development agenda at the country level.

3. As part of the implementation of the *2030 Agenda for Sustainable Development*, the UN Secretariat together with the UN Sustainable Development Group (UNSDG), in charge of country-level coordination and formerly called the UN Development Group (UNDG), has introduced a large-scale reform process and a transition plan towards a more streamlined and effective UN system. This transition has been outlined in the UN General Assembly (UNGA) resolution 72/279 (click here) in May 2018, entitled, *Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system.*

4. The Resident Coordinator (RC) System is the global UN mechanism for implementation of the joint UN development assistance frameworks (UNDAFs[4]) at the country level and supports the implementation of the 2030 Agenda on the ground. For the UNSDG to successfully implement its mandate for reform and to continue supporting Member States through empowering the RC system, a joint cost-sharing mechanism between all UN entities – including UNWTO – was introduced and implemented starting from 2014, in order to ensure integrated action towards the Sustainable Development Goals (SDGs) at country-level. In addition, a Special Purpose Trust Fund (July 2018) has been created specifically for the transition to a fully functional and reinvigorated RC system.

5. Given that UNWTO is a "non-resident" agency (i.e. no office presence at country level), the RC system represents an important UN mechanism to strengthen its capabilities, relations and development support to its developing Member States and take full advantage of the resources and opportunities of the UN system on the ground. Furthermore, the RC system is well placed to contribute to UNWTO's mandate and programme of work (PoW) considering its global network and resources.

State of affairs:

6. Given UNWTO's mandate and potential to benefit from the UNDG for its Member States through pooled resources at the country level with the UN system – as well as benefit from a strengthened RC system and more engagement on the country-level through UNDAFs – the Secretariat agreed to join the UNDG cost-sharing scheme for the period 2014/15, by signing an engagement up to 31 December 2015 and paid an annual contribution of 50,000 USD/annum.

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[4] UNDAFs are now renamed to United Nations Sustainable Development Cooperation Framework UNSDF

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7. In the current biennium, 2018/19, UNSDG's foreseen contribution for UNWTO, as for other small entities, was set at 100,000 USD per annum, which represents 0.4 % of UNWTO's total annual budget.

8. As from 2020, the UN Member States have requested that the annual contributions of the cost sharing amongst UN system entities to be doubled, meaning that from 2020 UNWTO's contribution shall be 200,000 USD: as included in the UN General Assembly (UNGA) resolution 72/279 (click here) in May 2018, entitled, Repositioning of the United Nations development system.

9. The UNSDG office, also known as the UN Development Coordination Office (UNDCO), has since completed an extensive consultation both within the UN system and with its Member States on the creation and implementation of a **Coordination Levy of 1%** to be applied to "tightly earmarked third-party non-core contributions to the United Nations development-related activities [...]". This applies to all UN entities and bodies.

10. The purpose and function of the levy is to help the UN system have a more transparent, systematic and secure funding source through third party non-core contributions that is to be applied to new agreements with funding partners starting from 1 March 2019 until 2020 as a trial period. Such levy will contribute to the Special Purpose Trust Fund mentioned above.

11. In addition, the UN Funding Compact has been discussed between UN Member States and the UN development system. The Funding Compact seeks to improve the quantity and quality of both core and non-core / extra-budgetary resources for UN development operation, recognizing the importance of both types of funding to the realization of the 2030 Agenda and to the UNSDG entities' capacity to deliver on their respective mandates.

Action taken by the Management (January 2018 - June 2019):

12. It is recalled that in June 2018, the UN Secretary-General informed the UNWTO Secretariat of the formal approval by UNGA res. 72/279, adopted in May 2018 by all UN Member States. The resolution confirms that the current UN Resident cost-sharing contribution for all UN entities has been doubled from 2019 onwards - *UN Resolution 72/279 Paragraph II.10 (b) "…Doubling the current United Nations Development Group cost-sharing arrangement among United Nations development system entities".* UNWTO's annual contribution for 2020 would rise to 200,000 USD (approx. 0.8 % of the annual budget).

13. Anticipating the change, UNWTO Secretary-General submitted two letters in 2018 (July and November) to the UN Deputy Secretary-General, who has been tasked to lead the reform process, to further clarify of UNWTO's position on the RC cost-sharing, aiming at finding a suitable solution for 2018 and 2019 until the issue of the UNSDG is brought for decision to the UNWTO's governing bodies, as requested in the UNGA res. 72/279 *"Art 12. Calls upon all Member States in the relevant governing bodies of all United Nations development system entities to ensure that all entities double their agreed contributions under the current United Nations Development Group costs sharing".*

14. The letters reiterated the concerns related to the contribution amount and informs that such decision – on such large and non-budgeted expenditure in UNWTO biennium 2018-19 Programme of Work and Budget approved by its General Assembly in 2017 – requires the UNWTO's Member States informed decision to the proposed cost-sharing by the governing bodies and UNWTO General Assembly. No response to the letters has been received yet from the Office of UN Deputy-Secretary General, despite several reminders from the Secretariat.

15. The Secretary-General presented the present note to the Executive Council at its

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110th session for its decision. The council has decided the following:

The Executive Council,

(…)

Having heard the explanations of the Secretary-General regarding the implications for UNWTO of the United Nations Reform, and notably, of the UNWTO's membership in the United Nations Sustainable Development Group (UNSDG),

9. Decides that UNWTO shall not be part of the UNSDG for the forthcoming biennium, and that UNWTO membership will be reconsidered for 2022-2023.

16. The issue is now submitted to the General Assembly for its final decision

Operational and financial obligations and related benefits for UNWTO to be part of the UNSDG Resident Cost-Sharing system:

17. UNWTO's contribution to the cost-sharing of the UN Resident Coordinator System – UNSDG shall overall enhance UNWTO delivery for developing Member States at country level.

18. UNWTO values the United Nations Sustainable Development Group (UNSDG) operations, as this would mainly help in overcoming our non-presence at country or regional level, and Non-Resident Agency status (NRA), by enhancing UNWTO support for developing countries at the country level.

19. UNWTO contribution to the UNSDG shall be of 200,000 USD per annum, for the 2020-2021 biennium, as per UN Resolution 72/279 Paragraph II.10, amounting to a total of 400,000 USD for 2020-2021.

20. Additionally to the annual contribution of 200,000 USD, the Secretariat would need to make provision of financial resources for additional Human Resources; changing the modus operandi of the Regional Departments; building capacity for the Secretariat Staff and Member States to fully take advantage of the UNSDG opportunities at country level.

21. Contributing to UNSDG Resident cost-sharing would mean that UNWTO would be entitled to request services from resident coordinators RC (10 key functions listed below), embedded in four overarching aims (1) Leave no One behind; (2) Human rights, gender equality and women's empowerment; (3) sustainability and resilience; and (4) accountability, all constitute the essential coordination activities performed by Resident Coordinators and UN Country Teams (UNCTs).

22. At country level, ten functions are agreed to constitute the essential coordination activities performed by Resident Coordinators and UNCTs, which this funding supports:

1. Strategic analysis and planning: allows Regional Departments to better size UNWTO support

2. Representation of and support of UN Secretariat and UN agencies/NRAs: represent UNWTO in the discussions of the UNCT (UN Country Team). UNSDG has regular sessions for Induction Course for Resident Coordinators, UNWTO should prepare a sound course curriculum so that tourism is well understood and integrated in join UN action.

3. Oversight of the UN country programming cycle: including UNDAFs and Delivering as One which are essential planning documents for "formally expressing country needs for Resources Mobilization, and priorities of intervention. These planning documents and frameworks should facilitate coherence for planning the UNWTO PoW.

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4. Support to national coordination systems and processes: related to benefits of point 1 to 3

5. Development and management of shared operational support services: Include possible shares/involvement of UNWTO's activities: using UNCT/RC Office and facilities to coordinate Technical Assistance on the national level, support in the organization of events.

6. Crisis management preparedness and response: allows for an immediate focal point for UNWTO delivery (assistance) in Crisis Management

7. External communication and advocacy: better understand the importance of tourism for development, in all its dimensions/UNWTO's work.

8. Human Rights and Development: promote the Global Code of Ethics

9. Joint Resource mobilization and fund management: key opportunity for UNWTO efforts in Resources Mobilization, as a large percentage of funds available are disbursed at country level. RC will be mandated to fundraise for UNWTO, mainly through the UNDAFs and Delivering as One mechanisms.

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Annex XI: Status of ratification of amendments to the Statutes and to the 1947 Convention on the Privileges and Immunities of the Specialized Agency

I.   Introduction

1.   In 2017, through resolution 694(XXII), the General Assembly called upon Member States to ratify all the amendments to the Statutes and the Financing Rules that have not yet entered into force. As a result, fourteen more countries have ratified one or several of the amendments to the Statutes and Financing Rules since the last session of the General Assembly.

2.   In addition to the above, the General Assembly requested Member States to ratify Annex XVIII of the Convention on the Privileges and Immunities of the Specialized Agencies, 1947 (hereinafter, the "1947 Convention") relating to UNWTO and adopted by the Executive Council (decision 9(LXXXIII)), pursuant to the mandate given by the General Assembly through resolution 545(XVII) in order for the Organization to be able to enjoy the privileges and immunities provided to it as a specialized agency of the United Nations.

Current situation of the amendments to the Statutes and the Financing Rules

3.   Article 33(3) of the Statutes requires, for adopted amendments to enter into force, that two-thirds of the Member States notify the Depositary Government of their approval of such amendment.

4.   Since the Organization currently has 158 Full Members, amendments must be ratified by 105 Members. The list of amendments pending ratification with the number of ratifications is enclosed in the **Annex XI-B** to this document, together with a more detailed list that provides an overview for Members on what amendments have not been ratified by them to date.

II.   The Convention on the Privileges and Immunities of the Specialized Agencies of the United Nations and its Annex XVIII relating to UNWTO

5.   Since the entry into force of Annex XVIII to the Convention on the Privileges and Immunities of the Specialized Agencies relating to UNWTO on 30 July 2008, 18 countries have acceded to it: Angola, Austria, Belgium, Bosnia &Herzegovina, Brunei Darussalam, Bulgaria, El Salvador, France Germany, Lithuania, Morocco, Paraguay, Portugal, Rumania, San Marino, Serbia, Seychelles and Switzerland. Since the last session of the General Assembly, only two countries has acceded to Annex XVIII to the Convention, thus there are still 140 Member States of the Organization that have not expressed their consent to be bound by the 1947 Convention with respect to the UNWTO.

6.   The Convention on the Privileges and Immunities of the Specialized Agencies was adopted by the General Assembly in 2005 (resolution 489 (XVI)) and its Annex XVIII relating to UNWTO was adopted by the Executive Council in 2008 (decision 9 (LXXXIII)), pursuant to the mandate received from the General Assembly (resolution 545 (XVIII)). Both texts set out the minimum privileges and immunities to apply to UNWTO in the domestic legal systems to ensure the effective exercise of UNWTO functions in the territories of its Member States, in accordance with Article 32 of the Statutes.

7.   The Secretariat remains available to provide any assistance or guidance as required by the Member States in the procedure of accession to the 1947 Convention or its Annex XVIII.

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Annex XI-A: List of amendments

List of amendments to the Statutes and the Financing Rules adopted by the General Assembly that have not yet come to force in accordance with Article 33 of the Statutes

1. The following amendments adopted by the General Assembly since the creation of the UNWTO have not, to date, been ratified by two-thirds of the Member States and thus have not entered into force in accordance with Article 33(3) of UNWTO's Statutes.

2. The amendments are presented following the chronological order of their adoption by the General Assembly. Those that are applied, by decision of the General Assembly, on a provisional basis pending their entry into force are reproduced below in italics:

A.   Amendment to Paragraph 12 of the Financing Rules adopted by the General Assembly at its third session, Torremolinos, September 1979 [resolution 61(III)] the application of which is provisional, pending its entry into force:

"The Members of the Organization shall pay their contribution in the first month of the financial year for which it is due. Members shall be notified of the amount of their contribution, as determined by the Assembly, six months before the beginning of financial years in which the General Assembly is held and two months before the beginning of the other financial years. However, the Council may approve justified cases of arrears due to different financial years existing in different countries."

B.   Amendment to Paragraph 13 of the Financing Rules adopted by the General Assembly at its fourth session, Rome, September 1981 [resolution 92(IV)]:

"(a)   A Member which is one or more years in arrears in the payment of its contributions to the Organization's expenditure may not be elected to the Executive Council or hold offices within the organs of the General Assembly.

(b)   A Member which is one or more years in arrears in the payment of its contributions to the Organization's expenditure and which has failed to explain the nature of the circumstances surrounding its failure to pay and to indicate the measures to be taken to settle its arrears shall pay a compensatory amount equal to two per cent of its arrears, in addition to said arrears.

(c)   A Member which is in arrears in the payment of its financial contributions to the Organization's expenditure shall be deprived of the privileges enjoyed by the Members in the form of services and the right to vote in the Assembly and the Council if the amount of its arrears equals or exceeds the amount of the contributions due from it for the preceding two financial years. At the request of the Council, the Assembly may, however, permit such a Member to vote and to enjoy the services of the Organization if it is satisfied that the failure to pay is due to conditions beyond the control of the Member."

C.   Amendment to Article 37 of the Statutes adopted by the General Assembly at its fourth session, Rome, September 1981 [resolution 93(IV)] the application of which is provisional, pending its entry into force:

"1. These Statutes and any declarations accepting the obligations of membership shall be deposited with the Government of Spain.

"2. The Government of Spain shall inform all States so entitled of the receipt of the declarations referred to in paragraph 1 and of the notification in accordance with the provisions of Articles 33 and 35, and of the date of entry into force of amendments to these Statutes."

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D. **Amendment to Article 14 of the Statutes adopted by the General Assembly at its fifth session, New Delhi, October 1983 [resolution 134(V)] modified at the twelfth session, Istanbul, October 1997 [resolution 365(XII)] the application of which is provisional, pending its entry into force:**

"1bis. The host State of the Headquarters of the Organization shall have a permanent additional seat on the Executive Council, which shall be unaffected by the procedure laid down in paragraph 1 above concerning the geographical distribution of Council seats."

E. **Amendment to Article 15 of the Statutes adopted by the General Assembly at its seventh session, Madrid, September-October 1987 [resolution 208(VII)]:**

"1. The term of elected Members shall be four years. Election for one-half of the membership of the Council shall be held every two years.

2. The terms of office of the Members of the Council shall not be immediately renewable upon expiration unless an immediate renewed membership is essential to safeguard a fair and equitable geographical distribution. In such a case, the admissibility of the request for renewal shall be obtained from a majority of Full Members present and voting."

F. **Amendment to Paragraph 4 of the Financing Rules adopted by the General Assembly at its fourteenth session, Seoul / Osaka, 24-29 September 2001 [resolution 422(XIV)] the application of which is provisional, pending its entry into force:**

"The budget shall be formulated in euros. The currency used for payment of contributions shall be the euro or any other currency or combination of currencies stipulated by the Assembly. This shall not preclude acceptance by the Secretary-General, the extent authorized by the Assembly, of other currencies in payment of Members' contributions."

G. **Amendment to Article 1 of the Statutes adopted by the General Assembly at its sixteenth session, Dakar, November-December 2005 [resolution 511(XVI)]:**

"The World Tourism Organization, hereinafter referred to as "the Organization", is hereby established as an international organization of intergovernmental character. It is a specialized agency of the United Nations."

H. **Amendment to Article 4 of the Statutes adopted by the General Assembly at its sixteenth session, Dakar, November-December 2005 [resolution 511(XVI)]:**

"Membership of the Organization shall be open to:

(a) Full Members

(b) Associate Members"

I. **Amendment to Article 5 of the Statutes adopted by the General Assembly at its sixteenth session, Dakar, November-December 2005 [resolution 511(XVI)]:**

"1. Full membership of the Organization shall be open to all sovereign States that are members of the United Nations.

2. Such States may become Full Members of the Organization if their candidatures are approved by the General Assembly by a majority of two-thirds of the Full Members present and voting provided that said majority is a majority of the Full Members of the Organization.

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3.   States that have withdrawn from the Organization in accordance with the provisions of Article 35 shall have the right to become Full Members of the Organization again, without requirement of vote, on formally declaring that they adopt the Statutes of the Organization and accept the obligations of membership."

J.   Amendment to Article 6 of the Statutes adopted by the General Assembly at its sixteenth session, Dakar, November-December 2005 [resolution 511(XVI)]:

"1.   Territories already holding associate membership on 24 October 2003 shall maintain the status, rights and obligations belonging to them as at such date. The list of such territories is annexed to these Statutes.

2. Members enjoying the status of Affiliates, up to at the date of entry into force of the Amendments to the present Statutes adopted on 29 November 2005 shall become as of right Associate Members at that date.

3. Associate membership of the Organization shall be open to intergovernmental and non-governmental organizations, tourism bodies without political competence subordinate to territorial entities, professional and labour organizations, academic, educational, vocation training and research institutions and to commercial enterprises and associations whose activities are related to the aims of the Organization or fall within its competence. The participation of Associate Members in the work of the Organization shall be of a technical nature, with decisions and votes being the exclusive prerogative of the Full Member.

4. Such entities may become Associate Members of the Organization provided that their requests for membership are presented in writing to the Secretary-General and that the candidature is approved by the General Assembly by a majority of two-thirds of the Full Members present and voting provided that said majority is a majority of the Full Members of the Organization. Except in the cases of international organizations, the candidatures of the entities mentioned in paragraph 3 above shall be introduced by the United Nations member State on whose territory their headquarters is located.

5. The General Assembly shall abstain from considering the candidature of such entities if their headquarters is located in a territory that is the subject of a dispute, of sovereignty or other, before the United Nations, or if their activity is related to such a territory, unless no Full Member objects to the introduction of the candidature of said entity or to its admission to the Organization."

K.   Amendment to Article 7 of the Statutes adopted by the General Assembly at its sixteenth session, Dakar, November-December 2005 [resolution 511(XVI)]:

"1. A Committee of Associate Members shall be constituted which shall establish its own rules and submit them to the Assembly for approval by a majority of two-thirds of the Full Members present and voting provided that said majority is a majority of the Full Members of the Organization. The Committee may be represented at meetings of the Organization's organs.

2.   The Committee of Associate Members shall be composed of three boards:

(i) a board of destinations, composed of the tourism bodies, without political competence subordinate to territorial entities;

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    (ii) an education board composed of academic, educational, vocational training and research institutions; and

    (iii) a professional board composed of all the other Associate Members.

Intergovernmental and non-governmental organizations may participate in whichever board or boards correspond to their competences."

L.   **Amendment to Article 9 of the Statutes adopted by the General Assembly at its sixteenth session, Dakar, November-December 2005 [resolution 511(XVI)]:**

"1. The Assembly is the supreme organ of the Organization and shall be composed of delegates representing Full Members.

    2.   At each session of the Assembly each Full Member shall be represented by not more than five delegates, one of whom shall be designated by the Member as Chief Delegate.

    3.   Associate Members as of 24 October 2003, the list of which is annexed to the present Statutes, shall be represented by not more than five delegates, one of whom shall be designated as Chief Delegate. These delegates may participate, without the right to vote, in the work of the Assembly. They shall have the right to speak but may not participate in decision-making.

    4.   The Committee of Associate Members may designate three spokespersons, one representing the board of destinations, one representing the professional board and the other representing the education board, who shall participate in the work of the Assembly, without the right to vote. Each Associate Member may designate one observer, who may attend the deliberations of the Assembly."

M.   **Amendment to Article 14 of the Statutes adopted by the General Assembly at its sixteenth session, Dakar, November-December 2005 [resolution 511(XVI)]:**

"1. The Council shall consist of Full Members elected by the Assembly in the ratio of one Member for every five Full Members, in accordance with the Rules of Procedure laid down by the Assembly, with a view to achieving a fair and equitable geographical distribution.

2. Associate Members as of 24 October 2003 may have a spokesperson who may participate, without the right to vote, in the work of the Council. Such spokesperson may not participate in decision-making.

3. The three spokespersons of the Committee of Associate Members may participate, without the right to vote, in the work of the Council. Such spokespersons may not participate in decision-making."

N.   **Amendment to Paragraph 14 of the Financing Rules adopted by the General Assembly at its sixteenth session, Dakar, October-December 2005 [resolution 511(XVI)]:**

"In calculating the assessments of Associate Members, account shall be taken of the different bases of their membership and the limited rights they enjoy within the Organization."

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O.   Amendment to Article 22 of the Statutes adopted by the General Assembly at its sixteenth session, Dakar, November-December 2005 [resolution 512(XVI)]:

"The Secretary-General shall be appointed by a two-thirds majority of Full Members present and voting in the Assembly, on the recommendation of the Council, for a term of four years. His appointment shall be renewable only once."

P.   Amendment to Article 38 of the Statutes adopted by the General Assembly at its seventeenth session, Cartagena de Indias, November 2007 [resolution 521(XVII)]:

"The official languages of the Organization shall be Arabic, Chinese, English, French, Russian and Spanish."

Q.   Amendment to Article 33 of the Statutes adopted by the General Assembly at its twenty-second session, Chengdu, September 2017 [resolution 695(XXII)]:

"1. Any suggested amendment to the present Statutes and its Annex shall be transmitted to the Secretary-General who shall circulate it to the Full Members at least six months before being submitted to the consideration of the Assembly.

2. An amendment shall be voted by the Assembly and adopted by a two-thirds majority of Full Members present and voting.

3. An amendment shall come into force for all Members one year after it has been adopted by the Assembly, unless the resolution by which it is adopted provides that the procedure established in paragraph 4 shall be applicable.

4. Notwithstanding the provisions of paragraph 3, any amendment to Articles 4, 5, 6, 7, 9, 14, 23, 25, 28, 33 or 35 of the Statutes, or to the Financing Rules, or any amendment involving fundamental alterations in the aims or the structure of the Organization or to the rights and obligations for the member States -so determined by the General Assembly shall come into force for all Members forthwith when two-thirds of the member States have notified the Depositary Government of their approval of such amendment. The General Assembly may also establish a deadline for member States to notify the approval of such amendment.

5. Amendment to Article 14 of the Statutes (adopted by the General Assembly through resolution 134 (V)), amendment to Article 15 of the Statutes (adopted by the General Assembly through resolution 208 (VII)), amendment to Article 22 of the Statutes (adopted by the General Assembly through resolution 512 (XVI), amendment to Article 37 of the Statutes (adopted by the General Assembly through resolution 93 (IV)), amendment to Paragraph 4 of the Financing Rules (adopted by the General Assembly through resolution 422 (XIV)) and amendment to Paragraph 12 of the Financing Rules (adopted by the General Assembly through resolution 61 (III)) shall enter into force upon entry into force of the present amendment to Article 33."

R.   Amendment to Article 12 (g) of the Statutes adopted by the General Assembly at its twenty-second session, Chengdu, September 2017 [resolution 696 (XXII)]:

"to elect the Auditor on the recommendation of the Council"

S.   Amendment to Article 26 of the Statutes adopted by the General Assembly at its twenty-second session, Chengdu, September 2017 [resolution 696(XXII)]:

"1. The accounts of the Organization shall be examined by an Auditor elected by the Assembly on the recommendation of the Council for a period of two years. The Auditor shall be eligible for re-election;

2. The Auditor, in addition to examining the accounts, may make such observations as the Auditor deems necessary with respect to the efficiency of the financial procedures and

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management, the accounting system, the internal financial controls and, in general, the financial consequences of administrative practices."

T. **Amendment to Paragraph 11 of the Financing Rules adopted by the General Assembly at its twenty-second session, Chengdu, September 2017 [resolution 696(XXII)]:**

"The accounts of the Organization for the last financial year shall be transmitted by the Secretary-General to the Auditor and to the competent organ of the Council. The Auditor shall report to the Council and to the Assembly."

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Annex XI-B: List of adopted amendments to the Statutes and the Financing Rules and number of ratifications received to date

1.   General list per amendment of number of ratifications received and number of ratifications pending in order for the amendment to enter into force

Amendment	General Assembly Session, place and date	Article	Ratified By	Pending	In Force
A/RES/61(III)	3rd Session, Torremolinos, September 1979	Paragraph 12 Financing Rules	97	8	Provisional Application
A/RES/92(IV)	4th Session, Rome, September 1981	Paragraph 13 Financing Rules	85	20	No
A/RES/93(IV)	4th Session, Rome, September 1981	Article 37 Statutes	89	16	Provisional Application
A/RES/134(V)*	5th Session, New Delhi, October 1983,	Article 14 Statutes	104	1	Provisional Application
A/RES/208(VII)	7th Session, Madrid, September-October 1987	Article 15 Statutes	71	34	No
A/RES/422(XIV)	14th Session, Seoul / Osaka, 24-29 September 2001	Paragraph 4 Financing Rules	47	58	Provisional Application
A/RES/511(XVI)	16th Session, Dakar, November-December 2005	Article 1 Statutes	24	81	No
		Article 4 Statutes	24	81	No
		Article 5 Statutes	24	81	No
		Article 6 Statutes	24	81	No
		Article 7 Statutes	24	81	No
		Article 9 Statutes	24	81	No

		Article 14 Statutes	24	81	No
		Paragraph 14 Financing Rules	24	81	No
A/RES/512(XVI)		Article 22 Statutes	24	81	No
A/RES/521(XVII)	17th Session, Cartagena de Indias, November 2007	Article 38 Statutes	86	19	No
A/RES/695(XXII)	22nd Session, Chengdu, September 2017	Article 33 Statutes	1	104	No
A/RES/696(XXII)	22nd Session, Chengdu, September 2017	Article 12(g) Statutes	0	105	No
		Article 26 Statutes	0	105	No
		Paragrapg 11 Financing Rules	0	105	No

2.

2. **Detailed list of number of ratifications received per amendment and number of ratifications pending in order for the amendment to enter into force**

	Full Member	Paragraph 12 FR	Paragraph 13 FR	Article 37	Article 14	Article 15	Paragraph 4 FR	Articles 1,4,5,7,9, 14 and Paragraph 14 FR	Article 22	Article 38	Article 33	Article 12 (g), 26 and Para. 11 FR
1	Afghanistan (*)	No	No	No	No	No	No	No	No	No	No	No
2	Albania (*)	No	No	No	No	No	No	No	No	No	No	No
3	Algeria	YES	No	No	YES	No	No	No	No	YES	No	No
4	Andorra	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No
5	Angola (*)	No	No	No	No	No	No	No	No	No	No	No
6	Argentina	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No
7	Armenia	No	No	No	No	No	No	YES	YES	No	No	No
8	Austria	YES	YES	YES	YES	YES	YES	YES	YES	No	No	No
9	Azerbaijan	YES	YES	YES	YES	YES	No	No	No	No	No	No
10	Bahamas	YES	YES	YES	YES	YES	YES	No	No	YES	No	No
11	Bahrain	YES	YES	YES	YES	YES	YES	No	No	YES	No	No
12	Bangladesh	YES	YES	YES	YES	No	No	No	No	YES	No	No
13	Barbados	No	No	No	No	No	No	No	No	No	No	No

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14	Belarus	YES	YES	YES	YES	YES	YES	No	No	YES	No	No
15	Benin (*)	No	No	No	No	No	No	No	No	No	No	No
16	Bhutan	YES	YES	YES	YES	YES	YES	No	No	No	No	No
17	Bolivia	YES	YES	YES	YES	YES	YES	No	No	YES	No	No
18	Bosnia and Herzegovina	No	No	No	No	No	No	No	No	YES	No	No
19	Botswana	No	No	No	No	No	No	No	YES	No	No	No
20	Brazil	YES	No	YES	YES	No	No	No	No	YES	No	No
21	Brunei Darussalam	YES	YES	YES	YES	YES	YES	YES	YES	No	No	No
22	Bulgaria	YES	YES	YES	No	No	No	No	No	YES	No	No
23	Burkina Faso	YES	YES	No	YES	No	No	No	No	No	No	No
24	Burundi (*)	No	No	No	No	No	No	No	No	YES	No	No
25	Cambodia	No	No	No	No	No	No	No	No	YES	No	No
26	Cameroon	No	No	No	YES	No	No	No	No	No	No	No
27	Cabe Verde	YES	YES	YES	YES	YES	No	No	No	No	No	No
28	Central African Republic	No	No	No	No	No	No	No	No	YES	No	No
29	Chad (*)	No	No	No	No	No	No	No	No	No	No	No
30	Chile	YES	YES	YES	YES	YES	YES	No	No	No	No	No

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31	China	YES	No	YES	YES	No	No	No	No	YES	No	No
32	Colombia	YES	YES	YES	YES	YES	No	No	No	No	No	No
33	Congo	No	No	No	YES	No	No	No	No	YES	No	No
34	Costa Rica	YES	YES	YES	No	No	No	No	No	YES	No	No
35	Côte d'Ivoire	YES	No	No	No	No	No	No	No	YES	No	No
36	Croatia (*)	No	No	No	No	No	No	No	No	No	No	No
37	Cuba	YES	No	No	No	YES	No	No	No	YES	No	No
38	Cyprus	YES	YES	YES	YES	No	YES	No	No	No	No	No
39	Czech Republic	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No
40	Democratic People's Republic of Korea	YES	No	YES	YES	YES	YES	No	No	YES	No	No
41	Democratic Republic of the Congo	No	No	No	YES	No	No	No	No	No	No	No
42	Djibouti (*)	No	No	No	No	No	No	No	No	No	No	No
43	Dominican Republic	No	No	No	YES	No	No	No	No	No	No	No
44	Ecuador	No	No	No	YES	No	No	No	No	NoYES	No	No
45	Egypt	YES	YES	YES	YES	No	YES	YES	YES	YES	No	No
46	El Salvador	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No
47	Equatorial Guinea	YES	YES	YES	YES	YES	No	No	No	NoYES	No	No

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48	Eritrea (*)	No	No	No	No	No	No	No	No	No	No	No
49	Ethiopia	YES	YES	YES	YES	No	No	No	No	No	No	No
50	Federal Republic of Somalia	No	No	No	No	No	No	No	No	No	No	No
51	Fiji (*)	No	No	No	No	No	No	No	No	No	No	No
52	France	YES	YES	YES	YES	No	No	No	No	YES	No	No
53	Gabon	YES	YES	YES	YES	No	No	No	No	YES	No	No
54	Gambia	No	No	No	YES	No	No	No	No	No	No	No
55	Georgia	No	No	No	No	No	No	No	No	YES	No	No
56	Germany	YES	YES	YES	YES	YES	YES	YES	No	YES	No	No
57	Ghana	No	No	No	No	No	No	No	No	YES	No	No
58	Greece	YES	YES	YES	YES	YES	YES	No	No	YES	No	No
59	Guatemala (*)	No	No	No	No	No	No	No	No	No	No	No
60	Guinea	No	No	No	No	No	YES	No	No	No	No	No
61	Guinea-Bissau (*)	No	No	No	No	No	No	No	No	YES	No	No
62	Haiti	No	No	No	YES	No	No	No	No	No	No	No
63	Honduras	YES	YES	YES	YES	YES	No	No	No	No	No	No
64	Hungary	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No

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65	India	No	No	No	YES	No	No	No	No	YES	No	No
66	Indonesia	YES	YES	YES	YES	No	No	No	No	YES	No	No
67	Iran, Islamic Republic of	No	No	No	YES	No	No	No	No	NoYES	No	No
68	Iraq	YES	YES	YES	YES	YES	No	No	No	YES	No	No
69	Israel	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No
70	Italy	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No
71	Jamaica	YES	YES	YES	YES	YES	YES	No	No	YES	No	No
72	Japan (*)	No	No	No	No	No	No	No	No	No	No	No
73	Jordan	YES	YES	YES	YES	YES	YES	No	No	NoYES	No	No
74	Kazakhstan (*)	No	No	No	No	No	No	No	No	No	No	No
75	Kenya	YES	YES	YES	YES	YES	No	No	No	NoYES	No	No
76	Kuwait	YES	YES	YES	YES	YES	YES	No	No	No	No	No
77	Kyrgyzstan	No	No	No	No	No	No	No	No	YES	No	No
78	Lao People's Democratic Republic	No	No	No	YES	No	No	No	No	YES	No	No
79	Lebanon (*)	No	No	No	No	No	No	No	No	No	No	No
80	Lesotho (*)	No	No	No	No	No	No	No	No	No	No	No
81	Liberia	No	No	No	No	No	No	No	No	YES	No	No

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82	Libyan Arab Jamahiriya	YES	YES	YES	YES	No	No	No	No	No	No	No
83	Lithuania	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No
84	Madagascar	YES	YES	YES	YES	YES	No	No	No	YES	No	No
85	Malawi	No	No	No	No	No	No	No	No	YES	No	No
86	Malaysia	YES	YES	YES	YES	YES	No	No	No	YES	No	No
87	Maldives	YES	YES	YES	YES	YES	YES	No	No	No	No	No
88	Mali	YES	YES	YES	YES	YES	YES	No	No	YES	No	No
89	Malta	YES	YES	YES	YES	YES	No	No	No	No	No	No
90	Mauritania (*)	No	No	No	No	No	No	No	No	No	No	No
91	Mauritius	No	No	No	YES	No	No	No	No	YES	No	No
92	Mexico	YES	YES	YES	YES	YES	No	YES	YES	YES	No	No
93	Monaco (*)	No	No	No	No	No	No	No	No	No	No	No
94	Mongolia (*)	No	No	No	No	No	No	No	No	No	No	No
95	Montenegro	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No
96	Morocco	YES	YES	YES	YES	YES	No	No	No	YES	No	No
97	Mozambique (*)	No	No	No	No	No	No	No	No	NoYES	No	No
98	Myanmar (*)	No	No	No	No	No	No	No	No	No	No	No

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99	Namibia (*)	No	No	No	No	No	No	No	No	No	No	No
100	Nepal	YES	YES	YES	No	No	No	No	No	No	No	No
101	Netherlands	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No
102	Nicaragua	No	No	No	YES	No	No	No	No	No	No	No
103	Niger	YES	YES	YES	No	No	No	No	No	YES	No	No
104	Nigeria	No	No	No	YES	No	No	No	No	No	No	No
105	Oman	YES	YES	YES	YES	YES	YES	No	No	No	NoYES	No
106	Pakistan	YES	YES	YES	YES	YES	No	No	No	No	No	No
107	Panama	YES	YES	YES	YES	YES	No	No	No	No	No	No
108	Papua New Guinea	YES	YES	YES	YES	YES	YES	No	No	No	No	No
109	Paraguay	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No
110	Peru	YES	YES	YES	YES	YES	No	No	No	YES	No	No
111	Philippines	YES	No	No	YES	No	No	No	No	YES	No	No
112	Poland	YES	YES	YES	YES	YES	No	No	No	No	No	No
113	Portugal	YES	YES	YES	YES	YES	No	No	No	YES	No	No
114	Qatar	YES	YES	YES	YES	YES	YES	No	No	YES	No	No
115	Republic of Korea	YES	YES	YES	YES	No	No	No	No	YES	No	No

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116	Republic of Moldova	YES	YES	YES	YES	YES	YES	No	No	No	No	No
117	Republic of Trinidad and Tobago	No	No	No	No	No	No	No	No	No	No	No
118	Romania	YES	No	YES	YES	YES	No	No	No	No	No	No
119	Russian Federation	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No
120	Rwanda	YES	YES	YES	No	No	No	No	No	No	No	No
121	Samoa	No	No	No	No	No	No	No	No	YES	No	No
122	San Marino	YES	YES	YES	YES	YES	No	No	No	No	No	No
123	Sao Tome and Principe	No	No	No	YES	No	No	No	No	YES	No	No
124	Saudi Arabia	YES	YES	YES	YES	YES	YES	No	No	No	No	No
125	Senegal	YES	YES	YES	YES	No	No	No	No	No	No	No
126	Serbia	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No
127	Seychelles	YES	YES	YES	YES	YES	YES	No	No	YES	No	No
128	Sierra Leone (*)	No	No	No	No	No	No	No	No	No	No	No
129	Slovakia	YES	YES	YES	YES	YES	YES	No	No	No	No	No
130	Slovenia	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No
131	South Africa	No	No	No	No	No	No	No	No	YES	No	No
132	Spain	YES	YES	YES	YES	YES	YES	YES	YES	YES	No	No

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133	Sri Lanka	YES	YES	YES	YES	No	No	No	No	YES	No	No
134	Sudan	No	No	No	YES	No	No	No	No	No	No	No
135	Swaziland (*)	No	No	No	No	No	No	No	No	No	No	No
136	Switzerland (*)	No	No	No	No	No	No	No	No	No	No	No
137	Syrian Arab Republic	YES	YES	YES	YES	YES	YES	NoYES	NoYES	YES	No	No
138	Tajikistan	YES	YES	YES	YES	YES	YES	YES	YES	No	No	No
139	Thailand	YES	YES	YES	YES	YES	YES	No	No	YES	No	No
140	The former Yugoslav Republic of Macedonia	No	No	No	No	No	No	No	No	YES	No	No
141	Timor-Leste	YES	YES	YES	YES	YES	YES	No	No	YES	No	No
142	Togo	YES	YES	YES	YES	YES	No	No	No	YES	No	No
143	Tunisia	YES	No	No	YES	No	No	No	No	YES	No	No
144	Turkey	YES	YES	YES	YES	YES	No	No	No	No	No	No
145	Turkmenistan	YES	YES	YES	YES	YES	No	No	No	No	No	No
146	Uganda	YES	No	No	No	No	No	No	No	No	No	No
147	Ukraine (*)	No	No	No	No	No	No	No	No	No	No	No
148	Union of Comoros	No	No	No	No	No	No	No	No	NoYES	No	No
149	United Arab Emirates	YES	No	No	No	No	No	No	No	No	No	No

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150	United Republic of Tanzania	YES	YES	YES	YES	YES	No	No	No	YES	No	No
151	Uruguay	YES	YES	YES	YES	YES	YES	No	No	YES	No	No
152	Uzbekistan	YES	No	YES	YES	YES	No	No	No	YES	No	No
153	Vanuatu	No	No	No	No	No	No	No	No	YES	No	No
154	Venezuela	No	No	No	YES	No	No	No	No	No	No	No
155	Viet Nam	YES	YES	YES	YES	YES	No	No	No	No	No	No
156	Yemen	YES	YES	YES	YES	YES	No	No	No	YES	No	No
157	Zambia	YES	YES	YES	YES	No	No	No	No	YES	No	No
158	Zimbabwe (*)	YES	NoYES	NoYES	NoYES	NoYES	NoYES	NoYES	NoYES	NoYES	No	No
	Total Ratifications	97	85	89	104	71	47	24	24	86	1	0