



UNWTO

AFFILIATE MEMBERS DEPARTMENT

**IMPLEMENTATION
OF THE UNWTO AFFILIATE MEMBERS
PROGRAMME OF WORK**

**23rd General Assembly, Saint Petersburg,
9-13 September 2019**

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.

Counting on the solid base of a clear strategic approach of the Organization, the Affiliate Members Department elaborated the Programme of Work for Affiliate Members in full synchronization with the strategic priorities of the Organization.

The Programme of Work for 2018-2019, elaborated by the UNWTO Affiliate Members Department in close cooperation with the Board of Affiliate Members, was endorsed by the 40th UNWTO Affiliate Members Plenary Session (Hamedan, Iran, November 2018).

The present document recalls the abovementioned UNWTO objectives and priorities and the strategic approach in the Affiliate Members area: modernizing the UNWTO – private sector partnership.

It also gives an overview of the main lines of work and achievements during last 12 month, as well as the UNWTO Affiliate Members Department draft programme of work for 2020, defined in coordination with the Affiliate Members, through the established mechanism (especially the Board meetings and the Plenary Sessions).

A detailed presentation of one of the main priorities of the Department - the implementation of a Web & Mobile Application of Affiliate Members, and the benefits for the Affiliate Members- is included.

Annexes I, II and III, respectively, provide the lists of UNWTO events with relevant AMs participation, publications, and signed agreements.

Annex IV indicates the structure of the Board of Affiliates for the period 2019-2021 and **Annex V** focuses on the Affiliate Membership evolution.

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I. INTRODUCTION

1. UNWTO's Objectives and Priorities: guidelines for the Affiliate Members Department.

The Affiliate Members Department defines its specific priorities and objectives, as well as the yearly Programme of Work for Affiliate Members in full alignment with the strategic priorities of the Organization.

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 Organization, including Affiliate Members area, for the current stage.

Part II of the present document recalls these objectives and priorities of the Organization, and underlines the **specific objectives and priorities for the Affiliate Membership**.

2. Affiliate Membership – pillar of the strategic approach of the UNWTO management

Since its creation in 1945, the United Nations' (UN) relationship with the private sector has progressively expanded, until being recognized today as an essential element for the achievement of the United Nations' goals and in particular of the Sustainable **Development Goals (SDGs)**.

Within this context, the World Tourism Organization is the only United Nations Agency that includes private sector members in its governance structure, namely through its Affiliate Members. The World Tourism Organization considers the private sector an important partner in fulfilling its general mandate of promoting sustainable development in tourism and work tirelessly with its Affiliate Members to promote and achieve the United Nations 2030 Agenda, as well as the programmatic priorities of the Organization.

3. The Affiliate Members Department. The strategic partnership of UNWTO with the Affiliate Membership is managed through the specialized and dedicated structure of the Organization: the Affiliate Members Department, which is the gateway for the tourism private sector to enter the arena of United Nations and collaborate with both the private and public sectors in tourism.

Today, the Department brings together over 550 members of a variety of profiles – companies, educational and research institutions, destinations, NGOs, media companies, and more- and offers a space for dialogue, information sharing, developing best practices and open invitations to all UNWTO events for its members.

The Affiliate Members Department elaborates yearly **Programmes of Work for Affiliate Members**, on the solid base of clear objectives and priorities and in full synchronization with the overall management vision of the Organization, as well as the yearly **Reports** on the execution of the approved Programmes of Work.

4. **Report on the Programme of Work for 2018-2019.**

The Programme of Work for 2018-2019, elaborated by the UNWTO Affiliate Members Department in close cooperation with the Board of Affiliate Members, was endorsed by the 40th UNWTO Affiliate Members Plenary Session (Hamedan, Iran, November 2018).

At the same time, the Affiliate Members Department presented a report on activities already implemented on the Board Meeting celebrated in March 2019, within the framework of ITB berlin.

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.

5. **The Programme of Work for 2020.** **Part IV** of this document presents the Secretary General's proposal for the **Programme of Work for 2020** for the Affiliate Members area. This proposal is structured as a continuation of the 2018-2019 Programme of Work in order to capitalize on the progress achieved.

6. **Annexes I, II and III**, respectively, include the lists of UNWTO events, publications, and signed agreements, **Annex IV** indicates the structure of the Board of Affiliate Members for the period 2020-2021 and **Annex V** focuses on the evolution of Affiliate Membership.

II. OBJECTIVES

A. **UNWTO Strategic Objectives and Priorities**

7. The Management Vision proposed by the Secretary-General in 2018, which establishes clear objectives and priorities for the Organization, is based on:

- **four strategic objectives** ensuring leadership for the Organization and the sector in the long run and
- **five programmatic priorities** permitting a rational use of resources both for the 2018-2019 and the 2020-2021 periods.

8. **Strategic objectives**

Objective 1: Position tourism as a policy priority

In order to capitalize on the great potential of the tourism sector as a contributor to the 2030 Agenda, it is essential for tourism to move 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

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

Addressing the needs of all Members –Member States and Affiliate Members- and expanding the UNWTO Membership are key features of the UNWTO's 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 value.

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

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. In this regard, the partnership of the Organization with the private sector, curated through Affiliate Membership, is a decisive and vital aspect for the achievement of this strategic objective.

9. **Programmatic priorities.**

In the framework of the aforementioned 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

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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.

By driving digitalization in tourism and creating an innovation and entrepreneurship ecosystem among UNWTO Members (States and Affiliates), 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

Under this priority, UNWTO is focusing on three main lines:

- **Innovation:** Create, connect and scale up the tourism innovation ecosystems of our Members to promote entrepreneurship, the future of work and take tourism to the 4th industrial revolution level.
- **Digital transformation:** Connect Members 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

Tourism is a people-based sector that depends not only on the professional skills but also the interpersonal skills of the workforce. 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

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

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

significantly to stimulating demand, enhancing competitiveness of States, creating jobs and fostering international understanding.

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

Making tourism more sustainable 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.

Tourism is forecasted to continue growing considerably in the years to come. While this 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.

B. Affiliate Members Department specific Objectives and Priorities

The specific objectives and priorities of the Affiliate Members Department are fully synchronized and aligned with those of the Organization and take into consideration and incorporate the inputs received from the Affiliate Members.

The recognition of the fundamental role of the partnership with the private sector is a very important component of the strategic approach of the UNWTO management at the current stage, as clearly illustrated by two of the strategic Objectives of the Organization, that is:

- **"Build better value for Members" and "expand membership" – UNWTO's Strategic Objective 3**
- **"Strengthen UNWTO's capacity through partnerships" – Strategic Objective 4**

Within the strategic framework of the Organization, the Affiliate Members Department has its Programs of Work guided by these Objectives.

C. Priority lines of action

10. To translate this programmatic base into appropriate actions in order to achieve the aforementioned objectives, the following **priority lines of action** guide the Affiliate Members Programme of Work during the current stage:

To achieve the objective to “build better value for our Affiliate Members”

- a. **Networking:** providing opportunities and support for an effective networking with the Member States, as well as among Affiliate Members
- b. **Increase Visibility of Affiliate Membership**
- c. **Improve the effective integration of the Affiliate Members within UNWTO**
- d. **New lines of activities and products developed with Affiliate Members**
 - Tourism and the Audiovisual Industry
 - Sport Tourism
 - Capacity building activities
 - SDGs and Affiliate Members
 - Developing joint UNWTO - Affiliate Member products and services available to Member States
- e. **Collect inputs -proposals and projects- from Affiliate Members**
 - Networks and Working Groups
 - Tourism4SDGs Platform
 - IT support for Exchange: Affiliate Members Mobile Application
 - Signing of Memoranda of Understanding with Affiliate Members
- f. **Improved Communication and access to information**

To achieve the objective to Expand Affiliate Membership

Promotional campaigns, through:

- **Promotional tours and events**
- **Modernized promotional support**
- **Involving current Affiliate Members** the promotional campaigns
- Looking for **support of the Member States** without or with insignificant number of AMs for the promotional activities

Management of the Affiliate Membership: improving the services offered by UNWTO to Affiliate Members

- Organizing statutory meetings (Plenary Session and Board Meetings)
- Organize the electoral process
- Develop new tools for a modern support

III. IMPLEMENTATION OF THE AFFILIATE MEMBERS' PROGRAMME OF WORK 2018-2019

During 2018, the Affiliate Members Department, together with the Board of the Affiliate Members, made a cohesive and detailed analysis and diagnosis of the condition of the collaboration and tools offered by the Department, in order to identify and implement possible improvements. Throughout 2019, the Affiliate Members Department proceeded to implement these solutions. All the activities carried out in 2018 and 2019 by the Affiliate Members Department have been oriented towards the lines of action for Affiliate Members, always keeping in mind the thematic priorities of the Organization.

11. Networking

Providing opportunities and support for an effective networking with the Member States, as well as among Affiliate Members is extremely important. Because the essential value of Membership is the access it gives to the valuable network of UNWTO: Governments and other stakeholders linked to the Organization.

And our activities aim at meeting this expectation. **How?**

a. **Facilitate the participation and active engagement of Affiliate Members in UNWTO Statutory Meetings, particularly**

- Executive Councils
- Regional Commissions
- Meetings of some UNWTO Committees

As well as in other **relevant events organized by UNWTO**, with the participation of governments and the private sector

It is a priority of UNWTO to **provide the Organization's statutory meetings with more dynamic and participatory formats** that facilitate the active participation of our Members and the incorporation of the private sector, to the greatest extent possible within a given context.

This has already been the case with the recent Executive Councils and Regional Commissions, for example:

- **High Level Executive Workshop on Smart Tourism Management and Data Driven Decisions** ("How Big Data Solutions can help Public Leaders take Smart Decisions") at *109th session of the Executive Council (Manama, Bahrain, October 2018)*
- **Thematic discussion on "Protect our heritage: Social, cultural and environmental sustainability"** - in the sidelines of the *110th session of the UNWTO Executive Council (in Baku, Azerbaijan, June 2019)*

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- **Seminar on Destination Management** on the occasion of the *Regional Commission for the Americas (Guatemala, May 2019)*
- **Workshop on Growth, Innovation and Partnerships**, carried out with relevant Affiliate Members, on the occasion of the *64th Regional Commission for Europe (Zagreb, Croatia, 29 May 2019)*

All the above-mentioned events and debates, organized in the side-lines of our Executive Councils and Regional Commissions, were excellent opportunities for private stakeholders, including Affiliate Members, to get involved in dialogue and exchange of information, experience and good practices with the Governments.

- b. **Developing joint UNWTO - Affiliate Member products** and services available to Member States – see details below – point 15(b).

12. **More visibility for our Affiliate Members**

- a. **Panellists and speakers proposed by Affiliate Members** to participate in relevant UNWTO events, whenever the format and theme of the activity allows it.

Whenever a profile of speaker or panelist proposed by the Affiliate Members Department fit into the format and concept of the activity, it has been seriously taken into consideration, because it is important for a member-based Organization to promote its members

- b. **Support and encourage the active participation of Affiliate Members in events organized by UNWTO**

The Programme of Work of the Organization includes many important events and activities aiming at bringing together the key stakeholders (governments, academia, private stakeholders).

The Affiliate Members Department has as priority to support and assist its Affiliate Members in actively participating in these activities and events in order to ensure that they can increase their visibility and prestige and increased opportunity of partnerships.

- c. **Tourism4SDGs Platform** (<http://tourism4sdgs.org/>)

The Affiliate Members Department is working to promote the Tourism4SDGs platform – an online interactive platform developed by UNWTO- encouraging Affiliate Members to submit their initiatives and projects that align with one or more SDGs.

The platform is an excellent tool for UNWTO's incorporation of proposals / projects from the AMs, and also for Affiliate Members to achieve greater visibility and to exchange knowledge and best practices with other actors and stakeholders.

13. Improve the effective integration of Affiliate Members within UNWTO

This is another important claim of the Affiliate Members: to feel more effectively integrated in the UNWTO. Subsequently, it is a priority for the Affiliate Members Department.

- a. One essential line of action is to constantly improve the access of Affiliate Members the portfolio of activities and services of UNWTO, managed by other Departments, especially Regional Departments, Operational Departments and UNWTO Academy.

The Application for Affiliate Members that we are launching today will be a decisive contribution in this regard, offering us the possibility to inform Affiliate Members about future activities and projects from a very preliminary, preparatory phase.

- b. Participation of representatives of other UNWTO departments in Affiliate Members Meetings

We are very committed to continually improve our internal coordination, between the Department of Affiliate Members and the other areas that manage projects of interest Affiliated Members, so that Affiliate Members become an increasingly consistent source of valuable contributions for these projects.

- c. Partnerships with Affiliate Members

An important step to improving the effective integration of the Affiliate Members within UNWTO has been to encourage and foster the signing of agreements and Memoranda of Understanding between Affiliate Members and UNWTO.

14. New lines of activities and products developed with Affiliate Members

- a. **Continuity with the lines of action and consolidated products:**

The Affiliate Members Department continues to pay attention to products already established which were born from the Affiliate Members Department such as:

- Wine tourism
- Gastronomy Tourism
- Urban destinations as City Breaks
- Tourism routes

We have continued to support the active participation of our Affiliate members in the relevant activities of these lines of development.

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The participation and collaboration of our Affiliate Members in the development of these lines of action is essential.

The most important activities:

- **The 4th UNWTO World Forum on Gastronomy Tourism** (Bangkok, Thailand), 1-2 May 2018 in collaboration with Affiliate Member 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.
- **3rd UNWTO Global Conference on Wine Tourism** (Chisinau, Moldova) 6-7 September 2018 in collaboration with the Government of the Republic of Moldova, featured several Affiliate Member speakers, addressing topics related to sustainable rural development through tourism and, especially, engaged in advancing the pivotal role wine tourism can play in fostering local development.
- **UNWTO Conference on City Breaks: Creating Innovative Tourism Experiences** (Valladolid, Spain) 15-16 October 2018 was held with Affiliate Member Madison MK and served as a platform to exchange experiences and perspectives on the potential as well as challenges of city breaks as leisure experiences for travellers that are both diverse and immediate.
- **5th UNWTO World Forum on Gastronomy Tourism** (San Sebastian, Spain) 2-3 May 2019, in collaboration with Affiliate Member Basque Culinary Center, was held and addressed job creation and entrepreneurship as a means to advance tourism's contribution to the Sustainable Development Goals (SDGs).

b. New lines of activities and products

But at the same time it constantly cares to incorporate new current issues, to continue enriching the portfolio of new projects, products and lines of action directly managed by the Department of Affiliate Members.

The following new lines of activity have been developed lately:

- **Tourism and the Audiovisual Industry**

In 2019, the Affiliate Members Department launched a project and a new line of action, of enormous development potential, based on a relevant joint activity carried out in collaboration with two of our Affiliate Members (EGEDA, Spain, and Grupo Xcaret, Mexico). The Affiliate Members Department participated in the *Premios Platino* event in 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 event served as a platform to promote the SDGs in an environment of maximum media visibility, with over 300 media outlets present at the event.

The success of the activity carried out in 2019 and the proven potential of this line of activity makes us think seriously about including an important development of this product in the PoW2020, within the topic of Tourism and the Audiovisual Industry.

Furthermore, the Music Tourism Network was created by the Affiliate Members Department in collaboration with Affiliate Member ProColombia, 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.

- **Sports Tourism**

As part of the Affiliate Members Department's mission of fostering synergies among Affiliate Members and Member States and promoting the exchange of knowledge among key stakeholders, the Department will work on the segment of Sports Tourism.

In this regard, Sports Tourism has been placed under the direct responsibility and coordination of the Affiliate Members Department and in 2020, several activities and projects will be launched under the umbrella of Sports Tourism.

- **Capacity building activities**

Capacity building activities are being developed together with Affiliate Members in order to exchange knowledge and experience. On the occasion of World Tourism Day 2019, a Workshop on Tourism Jobs of the Future will be held by the Affiliate Members Department in collaboration with Affiliate Member Outlook Responsible.

During the next stage, the Affiliate Members Department will continue to work along this line of action.

- **SDGs and Affiliate Members**

The Affiliate Members Department has a Working Group dedicated especially to the promotion of the Sustainable Development Goals in the private sector: Working Group on SDGs Support. There is a need to align efforts within Affiliate Members to actively support UNWTO's vision for tourism and the SDGs in the future and the Working Group was created for that purpose.

During 2019, the Working Group on SDGs Support has held several fruitful meetings and is developing several new lines of action to be launched in 2020. Within the framework of the Working Group on SDGs, a survey titled **"How SDGs have been incorporated into tourism practices and activities"** has been developed to be disseminated among all AMs and non AMs to get to know the current situation in the tourism sector.

- **New UNWTO - Affiliate Members products for Member States.**

During 2019 UNWTO began to develop new UNWTO-AM Products potentially useful for the Member States, in collaboration with relevant Affiliate Members.

This is a new priority line of action, which contribute to a better integration of Affiliate Membership within the UNWTO, due to the fact that is based in the transversal collaboration and contribution of based on collaboration between Affiliate Members Department AMD, Regional Departments and Operational Departments:

The pilot activity was a Workshop on Growth, Innovation and Partnerships, carried out with relevant Affiliate Members, on the occasion of the 64th Regional Commission for Europe (Zagreb, Croatia, 29 May 2019). Within this interactive format, a group of 5 Affiliate Members featured a series of short presentations of new UNWTO-Affiliate Members services (Workshops and MasterClasses) to be made available to Member States. During 2019 UNWTO began to develop new UNWTO-AM Products potentially useful for the Member States, in collaboration with relevant Affiliate Members.

15. **Collect inputs -proposals and projects- from Affiliate Members**

- **Networks and Working Groups**

The Affiliate Members Department aims to bolster the work of some of the existing Working Group and Networks in order to collect inputs for proposals and projects from the Affiliate Members. This has been done during the previous period through the following activities;

- Meetings of the Working Group on Accessible Tourism (previous one on 25 April 2019)
- Meetings of the Working Group on SDGs Support (previous one on 3 September 2019)
- Launch of the Music Tourism Network during ITB in March 2019
- Accessible Tourism – SDG10 Newsletter published in February 2019

- **Tourism4SDGs Platform (<http://tourism4sdgs.org/>)**

The Affiliate Members Department encourages all Affiliate Members to publish initiatives on the online interactive platform Tourism4SDGs. Apart from contributing to increasing the visibility for Affiliate Members, as previously mentioned, the platform is an ideal place for the Affiliate Members to contribute proposals and projects for the eventual incorporation of UNWTO.

- **IT support for new application**

The Affiliate Members Mobile Application serves as the ideal support to facilitate the digital exchange of knowledge, ideas and proposals and will be useful for both the Affiliate Members Department and the Members.

- **Signing of Memoranda of Understanding with Affiliate Members (please see Annex II for a list of agreements signed)**

In order to strengthen and formalize strategic collaboration and partnerships, the Affiliate Members Department aims to sign several MOUs with interested Affiliate Members, provided there is a concrete project or collaboration in mind.

16. **Communication**

Development of new powerful communication tools - to enhance communication between AMs and with UNWTO: the Affiliate Members Mobile App (*AMConnected* - the one we are presenting today).

AM Newsletter – The Affiliate Members Department has currently published 11 volumes of the AM Newsletter since October 2018. The AM Newsletter allows Affiliate Members to share their initiatives and projects with the Affiliate Member community on a monthly basis. It has proved to be successful modality of improving communication between the Affiliate Members and between the Organization and its Affiliate Members.

17. **Expansion of Affiliate Membership**

The Affiliate Members Department is dedicated to expand Affiliate Membership throughout the world and, to this end, has carried out promotional tours, as well as a complete modernization and overhaul of the promotional material and tools available for the Department.

Promotional tours or activities on the ground: The Affiliate Members Department has carried out an agenda of tours and/or dedicated events to promote membership, focused on attracting new Affiliate Members primarily from countries and regions without or with insignificant number of Affiliate Members.

Main promotional activities that were completed during last year:

- **UNWTO in the International Tourism Fair of Abidjan – SITA 2019: Promoting the Affiliate Membership in Africa:** The Affiliate Members Department participated 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
- **Other promotional tours in this period included Latin America (Argentina, Chile and Mexico)**

18. Management of the Affiliate Membership: improving the services offered by UNWTO to Affiliate Members

- **Organize three statutory meetings**

- 40th UNWTO Affiliate Members Plenary Session
- 47th Meeting of the Board of Affiliate Members (Hamadan, Iran, November 2018)
International Seminar on Harnessing Cultural Tourism through Innovation and Technology (Hamadan, Iran in November 2018).
- 48th Meeting of the Board of Affiliate Members at ITB Berlin 2019.

Both meetings of the Board were focussed in discussed the details of the Programme of Work 2019 and of the Modernization Plan

- **Electoral process**

On 18 July 2019, the digital election process for the Members of the Board of the Affiliate Members for the period 2019-2021 was completed successfully.

The voting period was closed on 16 July and on 18 July the votes were counted according to the established rules, in the presence of a Notary. There was an active participation of the Affiliate Members in the voting process and, in accordance with the application regulations according to Article 8 of the Regulations of the Committee of the Affiliate Members; the Secretary-General proceeded to appoint an additional three Members of the Board.

- **Network for Affiliate Members: Web & Mobile App for Affiliate Members**

An essential responsibility of UNWTO is to provide the necessary management of the area of Affiliate Membership, through the specialized Department, as clearly indicated in the applicable legal framework (Rules of Procedure of the Committee of the Affiliate Members - Article 10: "Management of the Affiliate Members").

The AMD shall assign the appropriate resources and to provide the necessary support and tools to manage efficiently the relations between Affiliate Members and the Secretariat of UNWTO.

Furthermore, the achievement of the aforementioned objectives depends on having tools for networking and communication, sending and receiving information, project proposals and be informed in a real time of the events' agenda.

Achieving this capacity and continuously improve it is a permanent priority. In line with this priority AMD reached the conclusion that the solution to solve this deficit of necessary tools is to develop a Mobile App & Web Platform for Affiliate Members which will be presented on the occasion of the General Assembly.

IV. DRAFT PROGRAMME OF WORK 2020-2021: AREAS OF WORK

Framed within the Management Vision of the Secretary-General, the draft programme of work 2020-2021 is conceived as a continuation of the current one.

Strategic objectives and programmatic priorities of the Organization, as well as the Affiliate Members Department's specific Objectives and Priorities, have been recalled in **Part II** of the present report.

In order to achieve the stated objectives – **to build better value for our Affiliate Members** and **to expand membership** – the Affiliate Members Department will initiate and develop already initiated activities, aligned with the activities of the Organization. The following section details how the priority lines of action will be included in the 2020 Programme of Work.

19. **Networking**

Following the activities already carried out in 2018-2019, the Affiliate Members Department continues to have as a priority to increase the participation of Affiliate Members in the statutory meetings of the Organization, such as the Executive Councils and Regional Commissions through the consistent proposals of activities.

For the 2020 Programme of Work, the Affiliate Members Department has as a target to organize relevant activities with the participation of Affiliate Members within the framework of each Executive Council and Regional Commission. These activities may be:

- Regional Meetings of the Affiliate Members
- Affiliate Membership promotional activities
- Active participation of Affiliate Members in the thematic activities

20. **More visibility for our Affiliate Members**

To increase visibility for the Affiliate Members, the Affiliate Members Department will focus on the following two aspects during 2020:

Panelists and speakers proposed by Affiliate Members to participate in relevant UNWTO events, whenever the format and theme permit. Whenever a profile of speaker or panelist proposed by the Affiliate Members Department fits into the format and concept of the activity, it will be seriously taken under consideration, because it is important for a member-

based Organization to promote its members. The Affiliate Members Department aims to include more Affiliate Member-speakers in all UNWTO events.

Support and encourage the active participation of Affiliate Members in events organized by UNWTO. The Programme of Work of the Organization includes many important events and activities aiming at bringing together the key stakeholders (governments, academia, private stakeholders), in order to boost innovation and strategic partnerships. In this regard, the Affiliate Members Department has as priority to support and assist its Affiliate Members in actively participating in these activities and events in order to ensure that they can increase their visibility and prestige and increased opportunity of partnerships.

21. Improve the effective integration of Affiliate Members within UNWTO

The Affiliate Members Department will continue to work towards this objective.

- a. The Application for Affiliate Members that we are launching today will facilitate the achievement of this objective. It will offer a unique possibility to connect Affiliate Members and improve the overall effective integration of the Affiliate Members within UNWTO. Affiliate Members will have access to all the relevant and constantly updated information on future activities, events and projects from the initial stages.
- b. Participation of representatives of other UNWTO departments in Affiliate Members Meetings

We are very committed to continually improve our internal coordination, between the Department of Affiliate Members and the other areas that manage projects of interest Affiliated Members, so that Affiliate Members become an increasingly consistent source of valuable contributions for these projects.

- c. Partnerships with Affiliate Members

An important step to improving the effective integration of the Affiliate Members within UNWTO has been to encourage and foster the signing of agreements and Memoranda of Understanding between Affiliate Members and UNWTO.

22. New lines of activities and products developed with Affiliate Members

- **Tourism and the Audiovisual Industry**

Following the success of the activity that took place in 2019 relating to the SDGs, Tourism and the Audiovisual Industry, as well as the proven potential of this line of action, the Affiliate Members Department will study the possibility of including an important development of this product during 2020. Specifically, the idea is to further develop initiatives that explore the relationship between the SDGs and the Audiovisual Industry and promote the SDGs through said industry.

- **Sports Tourism**

In 2020 the Department will work with priority on the segment of Sports Tourism, after initiating the development of this line of action.

The first step to further developing Sports Tourism within UNWTO will be the organization in 2020 (May or June, TBC) of the UNWTO International Sports Tourism Congress, together with Affiliate Member the Catalan Tourism Agency.

- **Capacity building activities**

Further capacity building activities are being planned for 2020 and the Affiliate Members Department is open to receive additional proposals from Affiliate Members in order to jointly develop capacity building activities.

- **SDGs and Affiliate Members**

Following the completion of the survey **“How SDGs have been incorporated into tourism practices and activities”** by the Affiliate Members Department, the results from the survey will be further analysed and converted into a publication. The survey and the publication will assist all tourism stakeholders in tackling the challenges in the sector and contribute to the 2030 Agenda.

- **New UNWTO - Affiliate Members products for Member States.**

Following the success of the pilot activity, UNWTO is working together with several Affiliate Members in order to further develop and create new Affiliate member products for Member States. Several activities are preliminarily planned for 2020 and the products will be officially published online.

23. **Collect inputs -proposals and projects- from Affiliate Members**

- **Networks and Working Groups**

The Affiliate Members Department will continue to bolster the work and function of the active Networks and Working Groups during 2020. In addition, the Networks and Working Groups will be given a space on the new Affiliate Members App specifically dedicated to each community through which successful communication and work will be significantly easier to achieve and will be facilitated by the Department.

- **Tourism4SDGs Platform** (<http://tourism4sdgs.org/>)

The Affiliate Members Department will continue to promote the Tourism4SDGs platform and collect inputs for proposals and projects through the submissions from Affiliate Members.

- **IT support for Affiliate Members Mobile Application**

The Affiliate Members Mobile Application will continue to be developed and fine-tuned during the coming period.

- **Signing of Memoranda of Understanding with Affiliate Members**

Further Memoranda of Understanding between UNWTO and Affiliate Members will be signed during 2020 in order to strengthen and formalize collaboration between UNWTO and its members.

24. **Communication**

Development of new powerful communication tools - to enhance communication between AMs and with UNWTO: the Affiliate Members Mobile App (the one we are presenting today)

25. **Promotion of Affiliate Membership**

As a further way of promoting and expanding membership, the Affiliate Members Department will carry out an ambitious agenda of events to promote membership in 2020.

- **Promotional campaigns:** the promotional activities carried out in 2020-2021 will be consistently expanded. This part of the agenda and the PoW 2020 will be defined in detail based on the inputs and proposals received from our Affiliate Members, especially those from regions with low Membership (Asia, Africa, Middle East) as well as from Member States with zero or very few Affiliate Members.
- **Online promotional campaigns:** One online campaign will target UNWTO Member States that do not have any Affiliate Members in order to encourage them to mobilize their tourism private sector and promote Affiliate Membership ("No Member States without Affiliate Members"). Additional online promotional campaigns will also be developed.

ANNEX I: LIST OF UNWTO / AFFILIATE MEMBERS EVENTS

2018

January			
	16	Meeting of the Board of the UNWTO Affiliate Members at FITUR	Madrid, Spain
	17	14th UNWTO Awards Ceremony	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
March			
	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
	25	ETC-UNWTO Webinar: on Marketing Transnational Tourism Themes and Routes	Online
May			
	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			
	25-27	2nd World Conference on Smart Destinations	Oviedo, Spain
September			
	6	3rd UNWTO Global Conference on Wine Tourism	Chisinau, Republic of Moldova
	16-19	7th UNWTO Global Summit on Urban Tourism	Seoul, Republic of Korea
	27	Official Celebration of World Tourism Day 2018 - Tourism and the digital transformation	Budapest, Hungary
October			
	15-16	UNWTO Conference on City Breaks: Creating Innovative Tourism	Valladolid, Spain

World Tourism Organization (UNWTO) - A Specialized Agency of the United Nations

Experiences			
November	22-24	Global Tourism Economy Forum 2018	Macao SAR, China
	12	47th Meeting of the Board of Affiliate Members	Hamedan, Iran
	12-14	International Seminar on Harnessing Cultural Tourism through Innovation and Technology	Hamedan, Iran
	12-14	40th UNWTO Affiliate Members Plenary Session	Hamedan, Iran
December			
	13	Regional Affiliate Members Meeting and Promotional campaign for Membership Affiliation	Buenos Aires, Argentina
	14	Promotional campaign for Membership Affiliation	Santiago de Chile
	17	Promotional campaign for Membership Affiliation	Ciudad de Mexico
2019			
January			
	23-27	UNWTO events at FITUR	Madrid, Spain
February			
	20-21	Promotional campaign for Membership Affiliation	Geneva, Switzerland
March			
	2 – 5	4 th UNWTO Euro-Asian Mountain Tourism Conference	Berchtesgaden, Germany
	6	48th Meeting of the Board of Affiliate Members	Berlin, Germany
	7	High-Level Dialogue on Digital Skills in Tourism	Berlin, Germany
	26	UNWTO Forum: Facing the Demographic Challenge Through Tourism and Innovation	Segovia, Spain
April			
	5	UNWTO Mayors Forum for Sustainable Urban Tourism	Lisbon, Portugal
	27-30	Promotional campaign for Membership Affiliation	Abidjan, Ivory Coast
	28-29	UNWTO Tourism Tech Adventure: Scaling up	Cartagena de Indias, Colombia
May			
	2-3	5 th UNWTO World Forum on Gastronomy Tourism	San Sebastian, Spain
	10-12	Platino IberoAmerican Movie Industry Awards. "17 Awards, 17 SDGs"	Riviera Maya, Mexico
	27-30	64 th Meeting of the Regional Commission for Europe	Zagreb, Croatia
	29	Workshop on growth, innovation and partnerships	Zagreb, Croatia
June			
	17-19	110th session of the UNWTO Executive Council	Baku, Azerbaijan

	17	Meeting of the Committee for Review of Applications for Affiliate Membership	Baku, Azerbaijan
August			
	12	ICCA MasterClass for Uzbekistan, in collaboration with UNWTO	Taskent, Uzbekistan
September			
	9	41st UNWTO Affiliate Members Plenary Session	Saint Petersburg, Russian Federation
	10	Meeting of the Committee for Review of Applications for Affiliate Membership	Saint Petersburg
	10	Networking Session for Affiliate Members	Saint Petersburg
	10-12	23rd Session of the UNWTO General Assembly	Saint Petersburg
	12	49th Meeting of the Board of the Affiliate Members	Saint Petersburg
	14-15	Session on "Strategies for the Development of Tourism in Global Cities. The Value of Education, Skills and Jobs"	Moscow, Russian Federation
	17-19	Seoul Peace Tourism Week	Seoul, South Korea
	19	Promotional campaign for Membership Affiliation	Seoul, South Korea
	20-21	2019 International Forum on Community-Based Tourism	Jeju, South Korea
	27	World Tourism Day	New Delhi, India
	27	Workshop on the Tourism Jobs of the future	New Delhi, India
October			
	9-12	8th UNWTO Global Summit on Urban Tourism	Nursultan, Kazakhstan
	16-17	International Conference on Tourism and Accessibility	Quito, Ecuador
	23-30	2nd International University Forum "Sustainable Development Goals, Tourism and Human Rights. Innovation and the jobs of the future in the Camino de Santiago"	Santiago de Compostela, Spain
November			
	25-27	Regional Conference on Women Empowerment in Africa & Tourism Challenge	Accra, Ghana
December			
	5-6	4th UNWTO Global Conference on Wine Tourism	Chile

ANNEX II: LIST OF UNWTO-AFFILIATE MEMBERS PUBLICATIONS

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.

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.

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.

Human Talent Development to improve the competitiveness of destinations - The case of Peru

This publication was prepared in collaboration with Affiliate Member CENFOTUR and offers a detailed look at talent development in tourism as one of the key aspects to increase the competitiveness of a destination. The publication focuses specifically on the case of Peru.

ANNEX III: LIST OF AGREEMENTS WITH AFFILIATE MEMBERS OR RELATED TO AFFILIATE MEMBERSHIP SIGNED BY THE ORGANIZATION

2018

Agreements for hosting technical or statutory events

1. 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
2. Cooperation Agreement between UNWTO and IFEMA/FITUR for hosting 14th UNWTO Award Events
3. Agreement between UNWTO and the Valladolid City Hall and Madison MK for the celebration of the UNWTO Conference o City Breaks
4. Agreement between UNWTO and Association Helsinki-España for the International University Forum on the Value of Human Rights on the Camino de Santiago: harnessing the power of tourism to promote the intercultural dialogue and achieving the SDGs.

Co-edition agreements

5. Co-edition Agreement between the UNWTO and NHTV Breda University of Applied Sciences regarding the publication of Understanding and Managing Tourism Congestion in Cities (working title)

Cooperation agreements

6. Cooperation Agreement with Universidad Rey Juan Carlos on Internship Programme
7. 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

Memorandums of understanding

8. Exchange of letters: extension of MoU with the InHolland University on Traineeship
9. Memorandum of understanding between UNWTO and Niantic Inc.

10. Memorandum of Understanding between UNWTO and JTTA
11. UNWTO signing HOTREC Sustainability Charter: Promoting the use of sustainable energy and improving energy efficiency in the Hospitality Sector
12. MoU between UNWTO and Global Journey Consulting
13. Memorandum of Understanding between UNWTO and TripAdvisor INC
14. Memorandum of Understanding Between UNWTO and Amadeus IT Group
15. MOU Between UNWTO and IE Business School
16. 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

Partnership agreement

17. Sponsorship Agreement between UNWTO and Institucion oficial dependiente del Cabildo de Gran Canaria (INFECAR) for Investour 2019
18. Partnership Agreement between UNWTO and Amadeus concerning the Global Report on Women in Tourism, Second Edition
19. Partnership Agreement between UNWTO and Basque Culinary Center
20. 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
21. 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.
22. Cooperation Agreement between UNWTO and FITUR
23. Sponsorship Agreement with the Universidad Complutense for the 14th UNWTO Award Forum held on January 15, 2018
24. Sponsorship Agreement between UNWTO and GOLDCAR for the UNWTO, HE and GCU International University Forum on the Value of Human Rights on the Camino de Santiago: harnessing the power of tourism to promote the intercultural dialogue and achieving the SDGs.
25. Cooperation Agreement between UNWTO and La Feria Internacional de Turismo (FITUR)
26. Agreement between UNWTO and El Foro Marcas Renombradas de España for the implementation of the UNWTO Prototype on Wine Tourism in Spain

2019 (1st Semester)

Co-edition agreements

1. Co-edition agreement between UNWTO and the Breda University, regarding the publication of "Overtourism - Understanding and managing urban tourism growth beyond perceptions - volume 2: case studies"
2. Co-edition Agreement signed between UNWTO and the Basque Culinary Center for the publication of the UNWTO/BCC Guidelines for the Development of Gastronomy Tourism

Cooperation agreements

3. 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

Memoranda of understanding

4. Memorandum of Understanding between UNWTO and EGEDA
5. Memorandum of Understanding UNWTO and IE University
6. Letter of intention between UNWTO Comité régional du tourisme Nouvelle-Aquitaine for cooperation in Wine Tourism
7. 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
8. Letter of intent between UNWTO and Fundación Once
9. Memorandum of Understanding between UNWTO and the Bella Vista Institute of High Education Switzerland

Partnership and sponsorship agreement

10. Letter of support was by Google for the sponsorship of the High-Level Dialogue on Digital Skills held during ITB 2019
11. Partnership Agreement between UNWTO and Risscho University for the study on the analysis of impacts of mega events on tourism
12. Amendment to the Partnership Agreement between UNWTO and the Guangzhou Chimelong Group Co. Ltd.
13. Partnership Agreement signed between UNWTO and IE Business University for the joint development of the Online Tourism Academy

ANNEX IV: STRUCTURE OF THE BOARD OF AFFILIATE MEMBERS 2019 - 2021

The Board of the Affiliate Members serves as an advisory body to the Secretary-General and as the statutory authoritative organ of the Affiliate Members.

As stated in point 18 in this document, the electoral process for the Board of Affiliate Members 2019-2021 was completed successfully on 18 July 2019. There was a high level of active participation of the Affiliate Members from all regions and, following the completion of the electoral process, the Secretary-General proceeded to appoint an additional three Members of the Board.

On 18 July 2019, the election process for the Members of the Board of the Affiliate Members for the period 2019-2021 was completed successfully. The voting period was closed on 16 July and on 18 July the votes were counted according to the established rules, in the presence of a Notary.

Furthermore, the formal constitution of the newly elected Board of the Affiliate Members will take place at the 49th Meeting of the Board on 12 September 2019, during which the Members of the Board will proceed to elect the Chair and the two Vice-Chairs.

Members of the Board

Europe / Europa

1. ASOCIACIÓN EMPRESARIAL HOTELERA DE MADRID (AEHM) (Spain / España)
2. ESTUDIS D'HOTELERIA I TURISME CETT, SA (Spain / España)
3. FITUR - FERIA INTERNACIONAL DE TURISMO (Spain / España)
4. GLOBAL JOURNEY CONSULTING (Spain / España)
5. IATA - INTERNATIONAL AIR TRANSPORT ASSOCIATION (Switzerland / Suiza)
6. KALAM (Spain / España)
7. RED ESPAÑOLA DE TURISMO ACCESIBLE- RED ESTABLE (Spain / España)
8. NECSTOUR - THE NETWORK OF EUROPEAN REGIONS FOR A SUSTAINABLE AND COMPETITIVE TOURISM (Belgium / Bélgica)
9. SKÅL INTERNATIONAL (Spain / España)

10. TURISME DE BARCELONA (Spain / España)

Americas

11. CAMARA ARGENTINA DE TURISMO (CAT) (Argentina)
12. ASOCIACIÓN HOTELERA Y TURÍSTICA DE COLOMBIA (COTELCO) (Colombia)
13. THE GEORGE WASHINGTON UNIVERSITY (United States of America / Estados Unidos de América)
14. GRUPO XCARET (Mexico / México)

Africa / África

15. SEYCHELLES SUSTAINABLE TOURISM FOUNDATION (SSTF) (Seychelles)
16. TOURIST ASSOCIATION FOR RESEARCH AND DEVELOPMENT AND SUSTAINABLE DEVELOPMENT FOR LOCAL AND REGIONAL INVESTMENTS/CSO-NGO (Morocco / Marruecos)

East Asia and the Pacific / Asia Oriental y el Pacífico

17. THE HONG KONG POLYTECHNIC UNIVERSITY – SCHOOL OF HOTEL AND TOURISM MANAGEMENT (SHTM) (China)
18. CHAMELEON STRATEGIES (Thailand / Tailandia)

South Asia / Asia Meridional

19. ALISADR TOURISM CO (Iran (Islamic Republic of) / Irán (República Islámica del))
20. SMART SOLUTIONS AND SUSTAINABLE DEVELOPMENT OF IRSA (Iran (Islamic Republic of) / Irán (República Islámica del))

Middle East / Oriente Medio

21. ETIHAD AVIATION GROUP (United Arab Emirates / Emiratos Árabes Unidos)
22. UNITED SAEED ASSIRI.CO.LTD (Saudi Arabia / Arabia Saudita)

Chair: to be elected during the General Assembly (12 September)

1st Vice Chair: to be elected during the General Assembly (12 September)

2nd Vice Chair: to be elected during the General Assembly (12 September)

ANNEX V: MEMBERSHIP OF THE ORGANIZATION - AFFILIATE MEMBERS

1. Since the 22nd Session of the General Assembly UNWTO has registered **129 new Affiliate Members**.
 - 102 new candidatures have been provisionally admitted by the Executive Councils (108th session in San Sebastian, Spain, May 2018; 109th session in Manama, Bahrain, October 2018) and 110th session in Baku, Azerbaijan, June 2019).
 - 27 candidatures are presented to the General Assembly for admission
2. The **number of Affiliate Members amounts to 557 Members** as of September 2019. The Affiliate Members Department continues to work actively to recruit new members and promote membership worldwide.
3. The **129 new Affiliate Members** are as following
 - 3.a. **Applications for affiliate membership already provisionally approved by the Executive Councils:**
 1. ADARA (United States)
 2. Africa Tourism Partners – Africa MICE (Pty) Ltd (South Africa)
 3. Asociación de Restaurantes y Tabernas Centenarios de Madrid (Spain)
 4. Asociación Femenil de Ejecutivas de Empresas Turísticas de la República Mexicana, A.C – AFEET (Mexico)
 5. Associação Dark Sky (Portugal)
 6. Association of Economic Interaction of Subordinate Entities of The Russian Federation «Tourism Development Union in Russian Federation» (Russian Federation)
 7. Association Phare Sociale (Switzerland)
 8. Astana Convention Bureau LLP (Kazakhstan)
 9. ATREVIA (Spain)
 10. BFTK Budapest Festival and Tourism Centre Non-Profit LLC (Hungary)
 11. BigData Business Support Unit - KT - Korea Telecom Corporation (Republic of Korea)
 12. Bonport (France)
 13. Caribbean Public Health Agency - CARPHA (Trinidad and Tobago)
 14. Catenon S. A. (Spain)
 15. CAWAB ABSL (Belgium)
 16. China Outbound TRI Ltd. Germany (Germany)
 17. CM Advisor SRL (Italy)
 18. College for Management in Tourism and Informatics in Virovitica (Croatia)
 19. Compagnie des Alpes (France)
 20. Compagnie du Ponant (France)
 21. Cote d'Ivoire Tourisme (Cote d'Ivoire)
 22. Covadonga, Guía de Asturias – Expendeduría de Covadonga (Spain)
 23. Croatian National Tourist Board (Croatia)
 24. Educational Coin Company (United States)
 25. Entidad de Gestión de Derechos de los Productores Audiovisuales – EGEDA (Spain)

26. Etihad Aviation Group – Etihad Airways Ltd (United Arab Emirates)
27. EURAIL (France)
28. European Historic Thermal Towns Association – EHTTA (Belgium)
29. Federación de Empresas de Turismo de Chile – FEDETUR (Chile)
30. Federation Internationale de Camping, Caravanning et Autocaravaning (F.I.C.C) AISBL (Belgium)
31. FIDETUR (Mexico)
32. Fondation pour la Culture et les Civilisations du Vin Country (France)
33. Fondo Mixto de Promoción Turística (Mexico)
34. Four Communications Group (United Kingdom)
35. Fundação Parque Tecnológico Itaipu (Brazil)
36. GBSB Global Business School (Spain)
37. Gino Holding, A.S (Slovakia)
38. Global Journey Consulting (Spain)
39. Groupement Européen de Coopération Odyssea (France)
40. Hamedan Municipality (Iran, Islamic Republic of)
41. Higher Institute for Tourism & Hospitality (Saudi Arabia)
42. HIPINDO (Indonesia)
43. Horizon Rash International Tourism Training Institute (Iran, Islamic Republic of)
44. Hoteles City Express (Mexico)
45. IBM (USA)
46. IE Business School (Spain)
47. INFLOW Summits (Turkey)
48. Institución Ferial de Canarias – INFECAR (Spain)
49. International Institute for Research and Development of Special Interest Tourism - SITI 1 (Iran, Islamic Republic of)
50. JSC Balneoservice (Georgia)
51. Kansai Tourism Bureau (Japan)
52. Kish Free Zone Organization (Iran, Islamic Republic of)
53. Korea Culture & Tourism Institute - KCTI (Republic of Korea)
54. Kuwait International Driving Permit & Carnet Club (Kuwait)
55. Kyoto University of Foreign Studies (Japan)
56. Lebanese University (Lebanon)
57. Leeds Beckett University (United Kingdom)
58. Mabna Card Aria (Iran, Islamic Republic of)
59. Metropolitan College S.A (Greece)
60. Metropolitana de Turismo (Panama)
61. Modul University Dubai – MODUL University DMCC (United Arab Emirates)
62. NARAT Inc. (Canada)
63. National Tourism Board of Bulgaria (Bulgaria)
64. NEOM Company (Saudi Arabia)
65. Niantic Inc. (USA)
66. North-Ossetian State University (Russian Federation)
67. Orex Loisirs (France)
68. OÜ Positium (Estonia)
69. Outlook Publishing Pvt. Ltd. (India)

70. Panoramic Business Services (PBS) SRL (Romania)
71. Pas Grau International S.A. (Andorra)
72. Periodistas y Editores de Turismo, A.C. (Mexico)
73. Positive Impact Events Ltd (United Kingdom)
74. Rainmaker digital CC (Namibia)
75. Ritsumeikan Asia Pacific University (Japan)
76. Route Report / Doin'sane, INC. (United States of America)
77. Royal Commission for AlUla (Saudi Arabia)
78. San Sebastián Turismo (Spain)
79. SAS Europass (France)
80. Semitour Perigord (France)
81. Sociedad de Desarrollo de Santa Cruz de Tenerife, S.A.U. (Spain)
82. Sociedad de Promoción y Desarrollo Económico de la Isla de la Palma, SAU (Spain)
83. SOENT International Tourism Consulting Group (Germany)
84. The Red Sea Development Company (Saudi Arabia)
85. Thessaloniki Tourism Organization (Greece)
86. Thompson Okanagan Tourism Association (Canada)
87. Tourism in Skåne (Sweden)
88. Tourist Board of Medimurje County (Croatia)
89. Travel Hunter LLC (Russian Federation)
90. Travel Professional Group - TPG (Ukraine)
91. Universidad Católica Boliviana "San Pablo" (Bolivia)
92. Universidad de La Laguna (Spain)
93. Universidad Peruana de Ciencias Aplicadas (Perú)
94. University of Rijeka (Croatia)
95. University of Zadar (Croatia)
96. Urpeak Sarl (Switzerland)
97. Vatel Group (France)
98. Vatel School in Bahrain - H.C.M.S. Co. (Bahrain)
99. Viajes de Gala S.A de C.V (México)
100. White Sands Tours & Travel (United Arab Emirates)
101. Wine in Moderation – Art de Vivre (WiM Association) (Belgium)
102. World Meetings Forum (Mexico)

3.b Applications for Affiliate Membership submitted directly to the 23 General Assembly

103. Abasabad Renovation Company (Iran, Islamic Republic of)
104. Agencia Cordoba Turismo (Argentina)
105. Aras Free Trade-Industrial Zone (Iran, Islamic Republic of)
106. Armenian Tourism Federation (Armenia)
107. Association of Travel Agencies of Azerbaijan
108. Avanzo (Spain)
109. Beautiful Destinations (USA)
110. Berchtesgadener Land Tourismus GmbH
111. Bella Vista Institute of Higher Education (Switzerland)
112. Bricks Corporation (Japan)
113. CaixaBank S.A. (Spain)

114. College of Regional Development and Banking Institute – Ambis (Czech Republic)
115. Consejo de Promoción Turística de Quintana Roo (Mexico)
116. Expedia Group (USA)
117. Facility Concept (Cote D'Ivoire)
118. Federación Argentina de Asociaciones de Empresas de Viajes y Turismo – FAEVYT (Argentina)
119. Fideicomiso para el fomento y promoción de la actividad turística (México)
120. Grupo Aviatur Ltda. (Colombia)
121. Grupo Empresarial Estrategia S.A de C.V (México)
122. Maldives Association of Tourism Industry (MATI) (Maldives)
123. NUNO NOBRE CONSULTORIA LDA (Portugal)
124. Pardis Iranian Mana Seir International Tourism Institute (Iran, Islamic Republic of)
125. Qeshm Free Zone Organization (Iran, Islamic Republic of)
126. Qiddiya Investment Company (Saudi Arabia)
127. Tareeq Al Ofuq Co. Travel and Tourism (Iraq)
128. The Hoteliers Association of Uzbekistan (Uzbekistan)
129. Tochal Telecabin Co (Iran, Islamic Republic of)

Withdrawals. Since the 22nd session of the General Assembly, a total number of 37 entities have decided to withdraw from affiliate membership, notifying UNWTO in accordance with Article 35(3) of the Organization's Statutes (one year advance notice)

Affiliate Members subject to the provisions of Article 34 of the Statutes – i.e. with more than four years of accumulated contribution arrears- a **total number of 60**

As can be seen by the above information, there is a steady flow of new Affiliate Members joining UNWTO. It is important to note that since the 22nd General Assembly several Affiliate Members have joined from countries that previously did not have any Affiliate Members. We see the need to further promote Affiliate Membership in regions where there are little to none Affiliate Members and we count on the support of the regional Affiliate Members to do so.