



**Affiliate Members Department**

**PROGRAMME OF WORK  
2021**

*Draft: 31 October 2020*

# EXECUTIVE SUMMARY



At its 108th Session, the Executive Council approved the [Secretary-General's Management Vision](#), which specified clear objectives and priorities for the United Nations World Tourism Organization (UNWTO), and its Affiliate Members Department (AMD).

The Programme of Work 2021 defines the priority lines of action of the Affiliate Members Department for the year 2021, in full alignment with UNWTO's Management Vision, Objectives and Priorities, and reflecting the outcome of consultations with the Board of Affiliate Members (AMs) and with the UNWTO Affiliate Membership as a whole.

The present document has been elaborated taking into consideration both various proposals received from AMs during recent month and specifically the proposals submitted by the Affiliate Members after a call for proposals was launched in October 2020.

In the wake of the COVID-19 crisis, the AMD and the UNWTO Affiliate Membership have responded fast to the coronavirus pandemic by refocusing its work for 2021 and prioritizing the actions needed to adapt and prepare for the new context.

Based on very clear objectives and priorities, the Affiliate Members Department's main focus during this period will be to continue to reinforce the partnership between the UNWTO and its Affiliate Members, ensuring that the UNWTO receive the strongest contributions from the private sector, while offering full support to the Affiliate Members in a joint effort to mitigate this crisis, propel tourism recovery and restore confidence.

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## I. INTRODUCTION: A NEW AND CHALLENGING CONTEXT



At its 42<sup>nd</sup> Plenary Session of Affiliate Members, held on 5-6 November 2020, the UNWTO Affiliate Members Department (AMD) submits to debate and consideration of the Affiliate Membership its proposal of Programme of Work for 2021 (PoW 2021).

It sets out the priority lines of action for the year 2021, in full alignment with UNWTO's

strategic objectives and priorities.

The PoW 2021 should be defined under unprecedented circumstances. The world is facing an unprecedented global health emergency, with huge impact on societies and livelihoods. On the socio-economic front, a global recession, with the loss of millions of jobs, looms. Travel and Tourism, a labor-intensive sector, is one of the most affected with jobs at risk throughout the entire travel and tourism value chain, affecting in particular the most vulnerable groups of the population such as women, youth and rural communities.

Since the start of the pandemic, the UNWTO has worked closely with its Members – both Members States and Affiliate Members- to ensure a coordinated and effective global response, through the creation of a **Global Tourism Crisis Committee**, at the initiative of The Secretary General, as an extremely necessary institutional framework to ensure the coordination of key stakeholders of the Tourism sector.

The Global Tourism Crisis Committee, which has held regular meetings, brings together UN's key tourism related agencies, including World Health Organization and relevant representatives of the private sector. The Affiliate Members had a permanent and active participation, through the institutional representation of the Chair of the Board of AMs (Ms. Ana Larrañaga / Director of IFEMA / Spain).

The **Committee** worked tirelessly to evaluate the situation and advance recommendations to mitigate the impact of COVID-19 crisis on the tourism sector and to stimulate recovery. These recommendations aimed to provide an actionable framework to assist governments and the private sector to effectively tackle the immense challenge our sector is facing and to ensure that tourism will continue to be a major economic and development driver.

## II. STRONGER TOGETHER



### WE ARE AFFILIATE MEMBERS

The Affiliate Members Department is the gateway for the tourism private sector, academia and civil society organizations to enter the arena of the United Nations and collaborate with both the private and public sectors in tourism.

At the World Tourism Organization (UNWTO), we consider the private sector a fundamental partner in the fulfilment of our general mandate on the promotion and implementation of sustainable tourism development.

We work tirelessly with our Affiliate Members to advance and achieve the United Nations 2030 Agenda, as well as the programmatic priorities of the Organization.

The UNWTO is the only United Nations agency that includes as Members entities from the private sector.

The strategic partnership of the UNWTO with the Affiliate Membership is managed through the specialized and dedicated structure of the Organization: **The Affiliate Members Department.**

Today, the UNWTO Affiliate Membership brings together over **550 member organizations from more than 160 countries** -including companies, educational and research institutions, destinations, NGOs, media companies. It offers a **unique space for dialogue and sharing information and best practices**, while providing **direct access to UNWTO's events and expertise.**

### III. UNWTO'S STRATEGIC OBJECTIVES AND PRIORITIES: Our guiding principles

UNWTO's leadership vision acknowledges the most pressing challenges facing tourism and identifies the sector's ability to overcome them and to drive wider positive change, including the opportunities responsible tourism offers for the advancement of the 17 Sustainable Development Goals (SDGs).

[The Management Vision proposed by the Secretary-General](#) establishes four strategic objectives and five programmatic priorities ensuring leadership for the Organisation and the sector.

#### Four Strategic Objectives:



#### Five Programmatic Priorities:

**Priority 1:** Make tourism smarter through fostering innovation and leading the digital transformation of the sector.

**Priority 2:** Make tourism more competitive at all levels through the promotion of investment and entrepreneurship.

**Priority 3:** Create more and better jobs and provide relevant training.

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

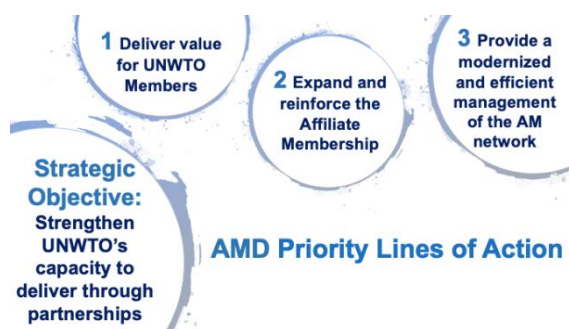
**Priority 5:** Harnessing tourism's unique potential to protect social, cultural and environmental sustainability.

## IV. AFFILIATE MEMBERS DEPARTMENT STRATEGIC OBJECTIVES AND PRIORITIES

Our strategic objectives and priority lines of action are fully aligned with UNWTO's management vision, its specific objectives and priorities, and also reflect the outcomes of the permanent dialogue and consultations with our Affiliate Members.

**AMD strategic objective.** The activities included in the PoW for 2021 are oriented on achieving the strategic objective established by the Secretary General for this Department: **strengthen UNWTO's capacity to deliver**, through the contribution of its Affiliate Membership.

Achieving this strategic objective would consolidate Affiliate Membership as an essential asset of the Organization, allowing UNWTO to take full advantage of the experience and capacity of the private tourism sector to produce innovative projects.



**AMD priority lines of action.** In line with this approach, AMD activity in 2021 will be oriented by the following priority lines of actions:

1. **Deliver value for UNWTO Members:** permanently **incorporating** projects, **contributions and support from our Affiliate Members**, to strengthen the capacity of the Organization to deliver value for its Members and to achieve its leading mission.
2. **Expand and reinforce the Affiliate Membership**
3. Provide **modernized and efficient management for the Affiliate Membership** network

AMD's goal is to develop further UNWTO's Affiliate Membership as a robust pillar of the Organisation, to **strengthen the capacity of our Organization to achieve its leading mission through a strong partnership with the private sector**.

While supporting the Organisation's mandate and objectives is a key task, AMD also aims to deliver the services and opportunities that are most relevant for our Affiliate Members. This is why we strive **to provide the best possible value for our Membership** and **to attract new quality members** worldwide that can enrich our network.

Since offering a unique space for dialogue and information sharing between our Affiliate Members and the UNWTO is at the core of our activities, we are committed to **managing our Affiliate Members network in the most modern and efficient way.**

### **Readapting our work priorities during the COVID-19 Pandemic.**

While our key strategic objectives for 2021 remained unchanged, with the outbreak of the COVID-19 pandemic, we must continuously readapt our activities to offer a fast and effective response to the crisis.

Our efforts during this challenging period will continue to put focus on **providing a consistent framework for a reinforced interaction and collaboration between the UNWTO and the Affiliate Members**, aimed at mitigating the negative consequences of the crisis and consistently contributing to support the restart and recovery of the sector.

Our approach will be to build a win-win scheme of collaboration: to ensure that the UNWTO receives all the relevant input from the private sector on the one hand; and to facilitate the involvement of the Affiliate Members and offer them full support in a joint effort to deal with the negative impact of the COVID-19 crisis.

In this respect, important goals of our activities will continue to be:

- Provide the UNWTO with relevant information on the initiatives, re-opening protocols and guidelines prepared by the Affiliate Members to contribute to the permanent work of the mitigation of the impact of the crisis and stimulate recovery.
- Share UNWTO's activities and resources with the Affiliate Members to keep them informed in a timely manner;
- Hold regular bilateral and multilateral meetings with the Affiliate Members to guarantee a fast and efficient exchange of information and best practices between the Affiliate Members and the UNWTO;
- Promote and sharing the initiatives of the Affiliate Members through the dedicated AMConnected platform, AM newsletter and mailing lists, to ensure the AM network was updated about each other's activities;
- Permanently adapt and update the AMD's agenda of planned activities and events for 2021 to respond in real time to the challenges imposed by the evolution of the crisis;
- Updating AMD's programme of Work 2021.



## V. PROGRAMME OF WORK 2021



### A. Strategic objective:

**Strengthen UNWTO's capacity through partnerships** - the strategic objective established by the Secretary General for this Department. That is to say to **strengthen UNWTO's capacity to deliver value and services for its Members**, take full *advantage of the experience and capacity of the private tourism sector to produce innovative projects*.

### B. Priority lines of action

In order to achieve this objective, AMD activity in 2021 will be oriented by the following priority **lines of actions**:

#### 1. Deliver value for UNWTO Members

The partnership between the UNWTO and the private sector brings a unique opportunity to take advantage of the rich experience and capacity of the tourism private sector to produce ideas and innovative projects.

AMD is committed to continuously improving its capacity to attract and filter such valuable inputs. To achieve this goal:

##### 1.1. Calls for Projects.

AMD will continue to regularly launch **"Calls for submission of projects"** proactively addressing the Affiliate Members as a strategic approach to gather solid proposals concerning specific sectors and topics.

For 2021 AMD will launch calls dedicated to our Affiliate Members at least on the following topics:

- **2022 PoW of the Organization:** calls for proposals and for contributions for the PoW of the Organization for 2022 and coming years, in order to make sure that the agenda of activities will be adequately aligned also with the priorities and needs of the Affiliate Membership.
- **The Affiliate Members and the COVID-19 response:** call for contributions to proposals to face the COVID challenges

AMD will work to continue to effectively increase its potential and capacity to obtain valuable inputs from the Affiliate Members on COVID – 19 response, to facilitate a consistent involvement of our Affiliate Members in the common effort to mitigate the negative consequences of the crisis and to contribute to the restart of the sector.

To this end, we will continue to **streamline procedures and incentives** to obtain valuable inputs from Affiliate Members on this particular important topic: the response to COVID – 19 crisis.

In line with the aforementioned and the need to have collective response, share knowledge and rebuild a sustainable and resilient tourism sector, AMD will support the projects received from the Affiliate Members which have tangible and direct contribution to the recovery of tourism activities. The projects are under categories (a) regional cooperation and (b) training/webinar and capacity building.

*The details are available in Annex II.*

## **1.2. Boost the visibility of inputs received from the Affiliate Members**

Aligned with the same line of action, we will put a special emphasis on **providing higher visibility for the contributions and projects received from our Affiliate Members.**

We will organize dedicated activities aiming to offer to our Affiliate Members opportunities to showcase their relevant projects and innovative products within big International Tourism Fairs and similar events, both the ones organized on the ground and the virtual ones.

To this end, we will:

- Continue to intensively use the concept already developed and implemented, like the successful format **“Corner of Affiliate Member – Unleashing the power of the Private Sector”** – a visibility framework for presentations of projects on priority topics delivered by Affiliate Members.
- Create new and innovative formats for 2021. The AMs proposals and innovative ideas in this regard will be considered with priority.

- Give higher **visibility to the Affiliate Members' work and projects at UNWTO's political high-level events**, such as the Ministerial Conferences and meetings, UNWTO's Regional Commissions and Executive Councils, which represent ideal opportunities to showcase the work of the Affiliate Members at the highest political level.
- **Co-organize UNWTO-AM International Conferences.** We will support the co-organization of conferences and events with our Affiliate Members on topics of common interest that are in line with UNWTO's mandate. By doing this, we are committed to strengthening cooperation with our Affiliate Members while helping them enhance their visibility internationally through UNWTO's global network.
- **Present the work of the Affiliate Members at major United Nations (UN) events**, such as the United Nations Global Compact (UNGC) Leader's Summit.

*More details about main activities of this profile included in the agenda of proposed activities for 2021 available in: [Annex I: Affiliate Members participation in the framework of the main UNWTO Meetings and Events.](#)*

### **1.3. Further develop the recently incorporated priority topics in AMD portfolio**

- Tourism and the Audiovisual Industry**, as a specific component of the broader topic of Tourism and Culture
- The audio-visual sector plays a vital role in supporting the promotion of tourism. This innovative line of action, initiated in recent period in collaboration with affiliate members (EGEDA/Spain) and the Xcaret Group (Mexico), will be reinforced.

AMD will consistently participate in the 2021 *Platino Awards for the Iberoamerican Cinema*, which is planned to be organised under the theme **"17 Awards, 17 Sustainable Development Goals"**, with the goal to **efficiently promote the SDGs and the UNWTO's 2030 Agenda taking advantage of the** outstanding visibility platform given by huge media coverage of the event. Also a UNWTO – Affiliate Members Conference on Tourism and Audiovisual Industry topic will be celebrated.

- IN 2021 AMD will carry out research activity, in collaboration with specialized affiliates or with candidates to affiliation from this sector, aiming to further explore the relationship between tourism, the SDGs and the Audio-visual Industry and to develop joint projects that promote the 2030 Agenda.

One research project of this profile will consist on the development of a joint publication on “**The Cultural Affinity and Tourism Dividend**”, to explore the impact of the audio-visual on destinations and to present the strategies countries are embracing to use these contents to promote culture and tourism (in collaboration with NETFLIX and other eventual interested entities)

## **b. Sport Tourism**

Tourism and sports are closely interrelated. Sports involve a considerable amount of traveling and major sporting events have become powerful tourism attractions in themselves.

Based on inputs and proposals received from affiliated entities and taking into consideration. For this reason, Sport Tourism lately became a priority area for UNWTO, placed under direct responsibility and coordination of AMD.

**In 2021 Sport and Tourism will be one of our priorities.** The main developments already included in the agenda are the following:

- Organisation of the **UNWTO International Sports Tourism Congress, tentatively** in October 2021, in collaboration with our Affiliate Member the Catalan Tourism Board.
- **Research:** further explore the relationship between tourism, the SDGs and Sport Tourism as a priority line of action to develop new activities and projects.
- **Education and values through Sport:** MadCup project, launched in 2020, to be implemented in 2021 together with our Affiliate member University of Alcalá de Henares aiming to promote education through sport, values and principles such as effort, work and the self-improvement capacity, as a contribution to the accomplishment of the United Nations Sustainable Development Goals.
- **Project on Sport Museum** in collaboration with our Affiliate Member FC Porto Museum to organize in 2021 first Sports Museums International Meeting;
- **Projects on sport and moto-tourism** in collaboration with International Motorcycling Federation (FIM): “**Biodiversity and motorcycling**” - a scientific research on the importance of off-road motorcycling activities (Touring and Sport) for biodiversity.

## **1.4. Consolidate the activity of active Working Groups (WG) within AMConnected**

With the creation of AMConnected, our Affiliate Membership count on a solid support to carry our dialogue and exchange in dedicated & specialized structures, like the Working Groups, which are adequate structures to exchange information, ideas and expertise on concrete topics related to the tourism sector, in an easy and professional way.

- We will continue to provide a dedicated space within our AMConnected platform and the necessary support and to encourage the activity of the existing active Working Groups, as well as facilitate the creation of new ones.

**In 2021, we will:**

- Expand and consolidate the existing WG on SDGs
  - Strengthen the activity of the existing WG on Accessible Tourism, through incorporation of some new AMs with expertise on this topic
  - Provide an updated version of the Guideline for the Creation and management of the Working Groups, in order to help Affiliate Members better prepare their proposals (See ANNEX II),
  - Launch a new WG on “Tourism and Culture Synergies” upon the request of some Affiliate Members.
- **Working Group on SDGs Support.** Through PoW 2021, AMD will expand and consolidate the project initiated in the framework of the **WG SDGs Support** dedicated to the promotion of the United Nations Sustainable Development Goals in the private sector. This is the best-case example of target oriented collaboration in the framework of an AMs WG. Since its creation, several successful meetings have been organised, including an Expert Meeting in the Framework of the International Tourism Fair in Madrid (FITUR).

In line with the previous activities of the Working Group on SDGs Support with the objectives to:

1. Create partnerships and enhance cooperation opportunities on the SDGs related tourism projects among the Members;
2. Present the best practices and share knowledge on tourism and the SDGs
3. Provide support to the AMs and tourism stakeholders, i.e. training courses and educational materials

The members of the WG has expressed the readiness to:

- Organize an **Expert Meeting on Tourism and SDGs**: Implementing the 2030 Agenda during the new normality ( FITUR 2021);
- Conduct the **second survey on Tourism and SDGs** in the context of COVID-19 responses (Feb2021);

- Support the AMs to be issuer of the **SDGs Bonds, Green Bond, Blue Bond**.
- Create a **toolkit/training material** for tourism stakeholders on implementing the SDGs

### 1.5. Networking and information-exchange activities

In the PoW 2021 we will strongly promote and support the organization of consistent agenda of UNWTO-AMs networking and information-exchange activities, both in-person and digital, as part of the approach to enrich the portfolio of services offered to the AMs, in order to provide better services to our AMs.

These activities, which should be in line with our objectives and priorities, can be in the form of training workshops, capacity-building activities, expert meetings, networking sessions etc., to further engage ideas, knowledge and expertise.

PoW 2021 includes numerous such activities, especially virtual ones, most of them proposed by active affiliate members.

*More details about main activities of this profile included in the agenda of proposed activities for 2021 available in: [Annex I: Affiliate Members participation in the framework of the main UNWTO Meetings and Events](#).*

### 1.6. Develop new innovative joint UNWTO - AMs projects for Member States

We aim to permanently explore collaboration opportunities between UNWTO and the Affiliate Members in the form of innovative joint projects and initiatives that are aligned with our strategic objectives and priorities.

One of our specific target will continue to be to develop new UNWTO-AMs “products” potentially useful for the Member States, on the base of initiatives received from experienced Affiliate Members, on topics in line with the priority of the Organization and of particular Member States.

This fruitful line of collaboration Affiliate Members – Member States was initiate recently, through Master Classes defined and offered by Affiliate Members, for the benefit of some interested Member States.

In 2021, we will:

- Further develop and **tailor workshops and Master Classes conducted by Affiliate Members**, based on the quality inputs received.

- **Encourage proposals from Affiliate Members** for this type of products and further evaluate them together with the UNWTO Academy and UNWTO Regional Departments.

### 1.7. Joint UNWTO / AMD - AMs research & publications

At the AMD, we encourage the production of joint UNWTO-AM publications on topics related to tourism that are aligned with our mandate and objectives, as a way to strengthen UNWTO's capacity to deliver innovative materials jointly with the Affiliate Members.

These can be reports, studies, technical manuals, or any other form or publication.

**In 2021, we will:**

- Further welcome and **develop new joint publication products.**
- **Encourage proposals from Affiliate Members** and evaluate them in consultation with the UNWTO Publications Department.

### 1.8. Improve the effective integration of Affiliate Members within UNWTO

This line of action target to meets an important need of the **Affiliate Members: to become effectively integrated in the overall UNWTO agenda.**

**To achieve this goal, in 2021 we will:**

- Develop more initiatives to **improve the access of Affiliate Members into the wide range of activities and services of UNWTO**, especially those managed by other UNWTO departments, such as Regional Departments, Operational Departments and the UNWTO Academy.
- **Inform the Affiliate Members about upcoming UNWTO projects and activities from a very early stage**, taking advantage of the capabilities offered by our dedicated platform AM Connected.
- Invite representatives of other UNWTO's departments to participate in the Affiliate Members meetings, so that they can be more directly involved in UNWTO' projects and activities.
- Facilitate the **signing of Memorandum of Understandings (MoUs) between UNWTO and the Affiliate Members** aimed at formalizing strategic collaborations and partnerships on concrete areas of interest.

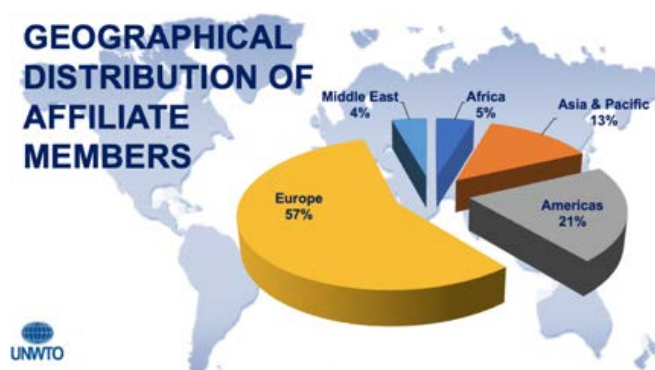


## 1.9. Enhance communication and easy access to the information

AMD will be fully committed to providing our Affiliate Members with fast, professional and easy access to the information. To achieve this, we will put priority on:

- **Intensively use our AMConnected platform capabilities** to communicate and share information, establish new business relationships and always stay up-to-date with the current news and events of the UNWTO.
- **Improve the AM Newsletter**, allowing our Affiliate Members to more efficiently share their initiatives and projects with the AM Community on a monthly basis.
- **Facilitate an easy and fast access to the UNWTO's information resources**, including UNWTO's logo, e-Library, Barometer, Statistical Data, and Joint Reports.

## 2. Expand and reinforce the Affiliate Membership



The more quality companies join our AM Community around the World, the greater opportunities to establish valuable partnerships that result in fruitful collaborations.

The value of the public-private partnerships in tourism has become even more relevant within the current context of the COVID-19 pandemic. A solid and successful recovery of the tourism sector without a strong public-private cooperation would not be feasible.

Our goal is to **expand and strengthen – incorporating more and stronger new affiliated entities-** this unique collaborative global tourism community, bringing together key actors from the tourism private sector and academia from across the world.

To accomplish this, we will:

### 2.1. Promote the expansion of the Membership: more AMs.



- AMD will carry out **promotional activities**, along with modernizing the promotional strategy and available tools. Our promotional campaign will have a special focus on regions with great tourism potential but less affiliate members and will count on the support existing Affiliate Members.
- Develop effective communication and promotional campaigns to **create higher awareness of the benefits and the value of our AM Membership worldwide**, by more actively involving UNWTO's Member States - through closer cooperation with the UNWTO Regional Departments - in supporting promote the Affiliate Membership in their countries and mobilize their tourism sector.
- **Modernize the communication and promotional tools** and materials.

## 2.2. Focus on quality dimension: stronger new AMs.

- In this regard, AMD is working in adopting **better eligibility criteria and selection procedures** for the candidatures, which will be adopted in autumn 2021, on the occasion of the next UNWTO General Assembly, with a view to attracting more quality members to our AM network that can effectively support the mission of the Organization. The ultimate goal is to increase the value of the Membership and to reduce the withdrawals.
- **Reinforce the brand UNWTO Affiliate Membership**, to increase the value of the UNWTO Affiliate Membership.

One of the most effective ways to achieve it is generating more and **better networking and collaboration opportunities with Member States** and other **key stakeholders**.

In line with this approach, AMD will offer increased participation opportunities of our Affiliate Members in UNWTO Executive Councils and Regional Commissions. Within the PoW 2021 the goal is that for all important UNWTO meetings and events with governmental participation – especially Executive Councils and Regional Commission - to organize activities with Affiliate Members contribution.

### **To accomplish this, we will:**

- Facilitate an active participation of our Affiliate Members in events and activities organized within the **UNWTO Statutory Meetings**<sup>1</sup>, and proactively invite them as speakers and panelists.

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<sup>1</sup> UNWTO organizes high-level events in the framework of the **UNWTO Statutory Meetings**, such as: *The Executive Council; the General Assembly; Regional Commissions and the Plenary session of the Affiliate Members.*

- Facilitate an active participation of our Affiliate Members in **all other UNWTO events**<sup>2</sup> with governmental and private participation, and proactively invite them as speakers and panelists.
- Promote the creation of **more interactive formats**.
- **Organize exclusive activities** for the Affiliate Members, such as the **“Affiliate Members Corner” or similar type of** on-site space, dedicated to promote the work of our Affiliate Members among visitors and stakeholders and facilitate networking opportunities.

*More details about main activities of this profile included in the agenda of proposed activities for 2021 available in: [Annex I: Affiliate Members participation in the framework of the main UNWTO Meetings and Events.](#)*

### **3. Provide a modern management of the Affiliate Members network**

The quality of the interaction & dialogue of the Organization with each affiliated entity, with the overall network of affiliates is fundamental to meet the expectations of the Affiliate Membership and to consolidate the value of the Membership.

To achieve the goal-of having the affiliates satisfied with the value of the Membership- it is crucial to have the appropriate tools and procedures to manage this daily interaction as to meet their expectations terms of the facilities, support and services that UNWTO offer to its Affiliate Members in order to allow them to take full advantage of the Membership.

In 2021 this will be a priority for AMD. In this regard, the following two topics will dominate our agenda:

#### **3.1. Consolidate the AMConnected platform**

The portal was designed as a state-of-the-art tool that allows Affiliate Members to directly communicate and exchange knowledge, ideas and proposals.

Following the launch and implementation phase in 2019, during 2020 we will **consolidate the platform by:**

- Offering **increased services** for the Affiliate Members by implementing **technical improvements**, such as *search filters* and more.

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<sup>2</sup> UNWTO organizes a wide variety of **technical events and activities** bringing together key stakeholders including governments, academia and the private sector, such as: *Regional meetings of Affiliate Members, Expert Meetings of Working Groups, Workshops and Master Classes, Technical Conferences and Seminars, Networking sessions, Promotional activities and more*

- Making it **more dynamic and interactive** through increasing the frequency of the posts, the recommendations and the overall interactions within the platform.
- **Advancing more content and information** on future events and activities.
- **Facilitating the work of the current Working Groups** and **creating new ones**.
- Incorporating a **new Learning Management System (LMS)** to offer the necessary support and visibility for the on-line learning services developed by the Affiliate Members, in particular, by Universities.
- **Opening it partially to non-Affiliate Members** stakeholders, especially to Member States, under well designed mechanism and procedures, to offer greater networking opportunities to the Affiliate Members.

### 3.2. Integral Reform of the Legal Framework of the Affiliate Membership

Another fundamental pillar of our effort for a modernized management is to provide the Affiliate Membership with a much necessary updated regulatory and legal framework, which allows this partnership to operate consistently.

After a careful evaluation of the framework, procedures and tools available for the management of the Affiliate Membership, it is timely and urgent to update the current regulatory framework applied to the Affiliate Membership -most of which was elaborated and adopted back in 1985-1986- in order to adapt it to the current context and challenges. To achieve the Affiliate Membership's objectives, AMD consider that it is essential to have a reinforced and updated legal framework.

In order to implement such a reform, the UNWTO Secretary General submitted to consideration and obtained the approval of the UNWTO Executive Council, at its 112<sup>th</sup> Session, held in Tbilisi, Georgia, on 15-17 September 2020, through the Decision 4(CXII), of the AMD proposal to create a **Working Group in charge of the elaboration of an updated and modernized legal framework for the UNWTO Affiliate Members** was approved.

The mandate of said Working Group whose will focus on:

- a. Prepare the legal framework for the **creation of a Committee of Affiliate Members**.
- b. Review and update the current Rules of Procedure of Affiliate Members.

The Working Group will include the six Member States that are currently in the Committee for the Review of Applications for Affiliate Membership (Azerbaijan, Côte d'Ivoire, China, Iran, Honduras and Saudi Arabia), plus other Member States with knowledge and interest in the subject of Affiliate Members, particularly countries with a significant geographical presence of Affiliate Members.

The approved roadmap for this process of modernization of the legal framework establishes that the Working Group will be constituted and will hold its first meeting in November 2020. The reform proposal that will result in the framework of this Working Group will be approved during the next UNWTO General Assembly, scheduled to take place in the fall of 2021, in Morocco.

The Reform is expected to solve extremely urgent and important aspects, like for example:

- Define more specific **criteria and requirements for admission, quality members oriented.**
- Better define the responsibilities and operation procedures concerning the **Review of Applications for Affiliate Membership.**
- **Set up the basis for the creation of a Committee of Affiliate Members.** Currently there is a Committee for the Review of Candidatures for technical procedures.
- Improve the **regulation on the withdrawal process.**
- Establish the **structure, functions and election procedure of the governing bodies**, defining the competencies and operation procedures of the **Plenary Session** and extending the **mandate of the Board from 2 to 4 years.**
- And many others.

*Based on very clear objectives and priorities, the Affiliate Members Department will continue to reinforce the partnership between the UNWTO and its Affiliate Members, ensuring that the UNWTO receive the strongest contributions from the private sector, while offering full support to the Affiliate Members in a joint effort to mitigate this crisis, propel tourism recovery and restore confidence.*

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