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**Results of the Survey on Members' priorities for the General Programme of Work and Budget
for the period 2022-2023**

Note by the Secretary-General

The Secretary-General presents to the UNWTO Members of the Commission for Africa, the results of the survey on Members' priorities for the General Programme of Work and Budget for the period 2022-2023.

Survey on Members' priorities for 2022-2023

Summary Report (May 2021)

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1. Introduction

1.1. Background

In February- March 2021, a survey on Members' priorities was conducted by the UNWTO Secretariat in order to prepare the Organization's General Programme of Work and Budget for 2022-2023. A questionnaire was made available online for Full and Associate Members.

The purpose of this survey is to identify the Members' priorities and viewpoints, which are among the main inputs for the preparation of the Organization's next General Programme of Work and Budget for 2022-2023.

After submission to the Programme and Budget Committee and the Executive Council, a Draft Programme of Work and Budget will be proposed for approval during the 24th session of the UNWTO General Assembly.

In this preparatory process, the Secretariat will take into account the following:

1. the results of the present survey expressed by the UNWTO Members,
2. the continuity with current programme of work, based on the [Management Vision and Priorities](#) endorsed in 2018 at the 108th session of the UNWTO Executive Council,
3. the priorities expressed by the incumbent Secretary-General in his [Statement of Policy and Management Intent](#), delivered at the 113th session of the Executive Council, and
4. the global agenda, notably in relation to the 2030 Agenda, the Decade for Action, the Paris Agreement on Climate Change, and other relevant UN processes on Sustainable Development.

The survey was built around the **following points**:

- General considerations: challenges, opportunities and priorities for the coming 3 years
- Recovery from the COVID-19 crisis
- Online activities and services (webinars, online courses, etc.)
- Web and social media
- Agenda 2030
- Regional and sub-regional cooperation

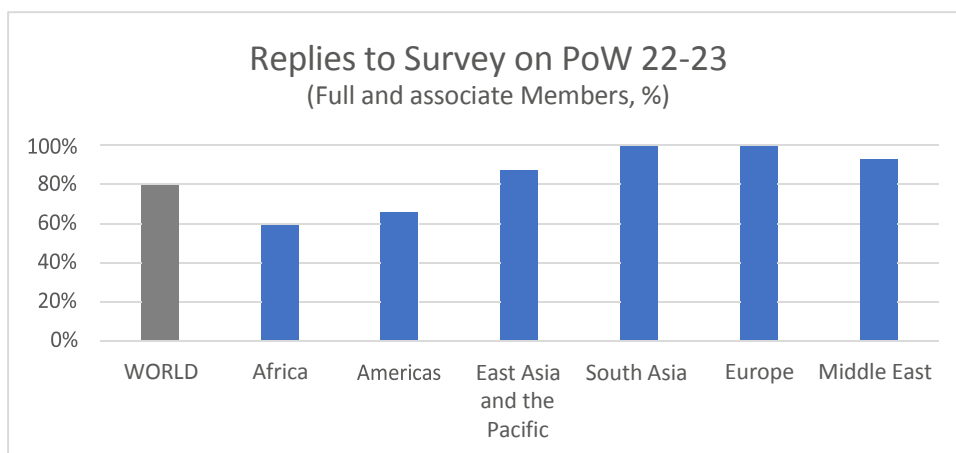
This report follows the above points and presents key results submitted by Members.

Acknowledgements:

The Secretariat would like to seize the opportunity of the present report to thank all the persons involved in responding to the survey.

1.2. Level of response

The level of replies from Member States (82%, i.e., 129 Full Members) plus two Associate Members is considered to be highly representative, with some disparities among regions as shown in the following graph



The list of Full and Associate Members who responded to the survey is available in **Annex I**.

2. General considerations: challenges, opportunities and priorities for the coming 3 years

2.1. Identify your three key challenges for the next three years regarding tourism development in your country

Not surprisingly, challenges highlighted by members are principally linked to recovery from the COVID-19 crisis and to how stakeholders are putting efforts in restarting tourism.

Main replies are summarized below, by region:

Africa

- Find resources (investors) to improve tourism infrastructures and support business environment **(48%)**
- Find resources to train tourism workforce in view of the new normal **(35%)**
- Recover from COVID19: restart tourism, mitigate impacts and reinforce resilience for future crises **(29%)**
- Recover lost markets and access new markets **(16%)**
- Health situation due to COVID-19: difficulty in implementing hygiene protocols, notably for the Meetings Industry. **(16%)**
- Weak domestic tourism demand / overdependence on international markets **(16%)**

Americas

- Find resources (investors) to improve tourism infrastructures and support business environment **(35%)**
- Recover from COVID19: restart tourism, mitigate impacts and reinforce resilience for future crises **(35%)**
- Closed borders and air travel restrictions **(29%)**
- Recover lost markets and access new markets **(24%)**
- Health situation due to COVID-19: difficulty in implementing hygiene protocols, notably for

MICE. (18%)

East Asia and the Pacific

- Find resources (investors) to improve tourism infrastructures and support business environment **(47%)**
- Preserve and create jobs. Retain talent and skills in the sector (professionals are leaving the sector) **(37%)**
- Health situation due to COVID-19: difficulty in implementing hygiene protocols, notably for MICE **(32%)**
- Closed borders and air travel restrictions **(26%)**
- Find resources to train tourism workforce in view of the new normal **(26%)**
- Having a small or weak economy (SIDS). Budget constraints for NTA (difficulty in implementing program and projects to support the sector) **(21%)**

South Asia

- Find resources (investors) to improve tourism infrastructures and support business environment **(44%)**
- Health situation due to COVID-19: difficulty in implementing hygiene protocols, notably for MICE **(33%)**
- Take the turn of the green transformation **(33%)**
- Recover from COVID19: restart tourism, mitigate impacts and reinforce resilience for future crises **(33%)**

Europe

- Take the turn of the green transformation **(56%)**
- Diversification of tourism products portfolio and adaptation to new customers' needs **(30%)**
- Recover from COVID19: restart tourism, mitigate impacts and reinforce resilience for future crises **(26%)**
- Need for innovation and digitalization of the sector: e-tourism portal, new business models, etc. **(26%)**
- Recover lost markets and access new markets **(23%)**
- Find resources (investors) to improve tourism infrastructures and support business environment **(21%)**

Middle East

- Find resources (investors) to improve tourism infrastructures and support business environment **(33%)**
- Improve governance, tourism institutions and governmental coordination **(33%)**
- Recover from COVID19: restart tourism, mitigate impacts and reinforce resilience for future crises **(25%)**
- Recover lost markets and access new markets **(17%)**
- Closed borders and air travel restrictions **(17%)**
- Economic or political instability. Negative image of destination **(17%)**

2.2. Identify your three key opportunities for the next three years regarding tourism development in your country:

Opportunities highlighted by Members are summarized below, by region:

Africa

- Develop/ boost local, domestic tourism **(29%)**
- Rethink tourism. Offer more sustainable/responsible products, notably in open air, natural or rural areas **(29%)**
- Change positioning of destination, responding to new tourists' needs or expectations **(29%)**

- Current or recent development of infrastructures or change in tourism policy **(19%)**
- Use current digital transformation to boost innovation **(16%)**
- Use existing great tourism potential and comparative advantage, including tourism assets (natural and cultural) still pending of exploitation **(16%)**

Americas

- Rethink tourism. Offer more sustainable/responsible products, notably in open air, natural or rural areas **(59%)**
- Use current digital transformation to boost innovation **(53%)**
- Change positioning of destination, responding to new tourists' needs or expectations **(41%)**
- Use existing great tourism potential and comparative advantage, including tourism assets (natural and cultural) still pending of exploitation **(35%)**
- Develop/ boost local, domestic tourism **(18%)**

East Asia and the Pacific

- Develop/ boost local, domestic tourism **(53%)**
- Rethink tourism. Offer more sustainable/responsible products, notably in open air, natural or rural areas **(37%)**
- Use current digital transformation to boost innovation **(32%)**
- Change positioning of destination, responding to new tourists' needs or expectations **(26%)**
- Use existing great tourism potential and comparative advantage, including tourism assets (natural and cultural) still pending of exploitation **(26%)**
- Greater awareness of tourism importance during the crisis. Tourism recognized as vector of diversification of the economy **(16%)**

South Asia

- Use existing great tourism potential and comparative advantage, including tourism assets (natural and cultural) still pending of exploitation **(56%)**
- Rethink tourism. Offer more sustainable/responsible products, notably in open air, natural or rural areas **(33%)**
- Develop/ boost local, domestic tourism **(22%)**
- Change positioning of destination, responding to new tourists' needs or expectations **(22%)**
- Review tourism regulations **(22%)**
- More possibilities for training: low activity and digital platforms **(22%)**

Europe

- Rethink tourism. Offer more sustainable/responsible products, notably in open air, natural or rural areas **(65%)**
- Use current digital transformation to boost innovation **(40%)**
- Change positioning of destination, responding to new tourists' needs or expectations **(26%)**
- Use existing great tourism potential and comparative advantage, including tourism assets (natural and cultural) still pending of exploitation **(21%)**
- Current or recent development of infrastructures or change in tourism policy **(21%)**

Middle East

- Develop/ boost local, domestic tourism **(33%)**
- Use existing great tourism potential and comparative advantage, including tourism assets (natural and cultural) still pending of exploitation **(25%)**
- New ties between public and private stakeholders **(25%)**
- Rethink tourism. Offer more sustainable/responsible products, notably in open air, natural or rural areas **(17%)**
- Use current digital transformation to boost innovation **(17%)**
- Current or recent development of infrastructures or change in tourism policy **(17%)**

Please recycle



2.3. Identify the top five priorities for your tourism policy in the next three years:

Priorities highlighted by Members are summarized below, by region:

Africa:

- Boost investment, create national tourism fund, and attract donors and international brands **(71%)**
- Human resource development, training and capacity-building of tourism workforce: prepare for the new normal **(65%)**
- Promotion campaign, marketing plan, branding and repositioning: get new markets **(58%)**
- Product development and diversification: fight seasonality and adapt market to new demand trends **(39%)**
- Sustainability and green transition: protect nature and heritage and develop nature-based and rural tourism **(29%)**
- Focus on specific projects, destinations or sites, as pilots **(26%)**

Americas

- Promotion campaign, marketing plan, branding and repositioning: get new markets **(47%)**
- Innovation and digital transformation **(47%)**
- Boost investment, create national tourism fund, and attract donors and international brands **(41%)**
- Sustainability and green transition: protect nature and heritage and develop nature-based and rural tourism **(41%)**
- Safe destinations and good health protocols: restore confidence among tourists **(41%)**
- Product development and diversification: fight seasonality and adapt market to new demand trends **(35%)**
- Human resource development, training and capacity-building of tourism workforce: prepare for the new normal **(24%)**
- Protect and stimulate tourism jobs **(24%)**

East Asia and the Pacific

- Sustainability and green transition: protect nature and heritage and develop nature-based and rural tourism **(63%)**
- Promotion campaign, marketing plan, branding and repositioning: get new markets **(58%)**
- Human resource development, training and capacity-building of tourism workforce: prepare for the new normal **(37%)**
- Product development and diversification: fight seasonality and adapt market to new demand trends **(32%)**
- PPP and entrepreneurship: enable environment for tourism businesses **(32%)**
- Empower local communities **(32%)**
- Innovation and digital transformation **(26%)**
- Boost investment, create national tourism fund, and attract donors and international brands **(26%)**
- Promote domestic and short-distance tourism. Consolidate trend started during pandemic **(26%)**
- Disaster preparedness: reinforce resilience of tourism stakeholders **(26%)**

South Asia

- Boost investment, create national tourism fund, and attract donors and international brands **(67%)**
- Sustainability and green transition: protect nature and heritage and develop nature-based and rural tourism **(56%)**
- Promotion campaign, marketing plan, branding and repositioning: get new markets **(56%)**
- Product development and diversification: fight seasonality and adapt market to new demand trends **(56%)**

- PPP and entrepreneurship: enable environment for tourism businesses **(33%)**
- Innovation and digital transformation **(33%)**
- Update national tourism competitiveness and recovery strategy **(33%)**

Europe

- Sustainability and green transition: protect nature and heritage and develop nature-based and rural tourism **(60%)**
- Product development and diversification: fight seasonality and adapt market to new demand trends **(40%)**
- Innovation and digital transformation **(37%)**
- Promotion campaign, marketing plan, branding and repositioning: get new markets **(35%)**
- Boost investment, create national tourism fund, and attract donors and international brands **(26%)**
- Update national tourism competitiveness and recovery strategy **(23%)**

Middle East

- Disaster preparedness: reinforce resilience of tourism stakeholders **(92%)**
- Promotion campaign, marketing plan, branding and repositioning: get new markets **(58%)**
- Update national tourism competitiveness and recovery strategy **(50%)**
- Human resource development, training and capacity-building of tourism workforce: prepare for the new normal **(50%)**
- Sustainability and green transition: protect nature and heritage and develop nature-based and rural tourism **(42%)**
- Product development and diversification: fight seasonality and adapt market to new demand trends **(42%)**
- Promote domestic and short-distance tourism. Consolidate trend started during pandemic **(42%)**
- Improve quality of tourism offer/services. Certification **(42%)**

2.4. In relation with the priorities stated above, please propose one or two action(s)/initiative(s) that you would like to see developed:

Members stated a wide variety of initiatives at global and regional levels. Those repeatedly mentioned are as follows:

- Harmonization of global health and safety protocols: vaccination passport and green corridors. Guidelines on Hygiene and Safety for Workers and Communities in the Tourism Industry, together with ICAO, WHO, etc.
- Platform or Forum on innovating tourism investment
- Activity on multi-destination, regional tourism routes (gastronomy, etc.), including common promotion.
- Platform for sharing best practices in tourism (greening, product development, community tourism, etc.)
- Setting a tourism investment fund
- Program on improving air connectivity within the region.
- Global tourism recovery program following COVID 19 Crisis.
- Coordinate between UNWTO and the EU Tourism Strategy 2030/2050
- Continuing UNWTO work on openness in tourism

The UNWTO Secretariat will study all proposals while drafting the next programme of work.

Please recycle



3. Recovery from the COVID-19 crisis

3.1. What are the new tourism strategic pillars of your government in light of the impacts of the COVID-19 crisis?

COVID19 strategic pillars mentioned by Members are summarized below, by region:

Africa

- Improve safety standards and health protocol (at airport, hotels, etc.) for both employees and visitors to progressively lower restrictions of movement (contactless travel, green corridors). Promote vaccination. Collaterally, promote the image of a safe (COVID free) destination and restore confidence **(48%)**
- Support tourism businesses and SMEs (tax exemption, 0% interest public loan, etc.), as well as vulnerable people (youth, women) and families (social tourism: vouchers, etc.) **(35%)**
- Promote domestic and short-distance tourism, mostly destinations accessible by road, to cover the gap of overdependence on international tourism **(32%)**

Americas

- Improve safety standards and health protocol (at airport, hotels, etc.) for both employees and visitors to progressively lower restrictions of movement (contactless travel, green corridors). Promote vaccination. Collaterally, promote the image of a safe (COVID free) destination and restore confidence **(71%)**
- Support tourism businesses and SMEs (tax exemption, 0% interest public loan, etc.), as well as vulnerable people (youth, women) and families (social tourism: vouchers, etc.) **(65%)**
- Develop and promote sustainable and responsible tourism products and destinations. Ensure a green transition and a low-carbon economy. Develop ecotourism and rural tourism. Protect heritage and involve communities (local value chain, circular economy) **(53%)**
- Marketing (price strategy), promotion and branding, getting new markets **(41%)**
- HR development: training, capacity building of both private and public sector workers, adapting to the new normal **(35%)**
- Promote domestic and short-distance tourism, mostly destinations accessible by road, to cover the gap of overdependence on international tourism **(29%)**

East Asia and the Pacific

- Improve safety standards and health protocol (at airport, hotels, etc.) for both employees and visitors to progressively lower restrictions of movement (contactless travel, green corridors). Promote vaccination. Collaterally, promote the image of a safe (COVID free) destination and restore confidence **(58%)**
- Recovery roadmap (pandemic, climate change, etc.) for improving resilience and crisis communication **(53%)**
- Support tourism businesses and SMEs (tax exemption, 0% interest public loan, etc.), as well as vulnerable people (youth, women) and families (social tourism: vouchers, etc.) **(37%)**
- Develop and promote sustainable and responsible tourism products and destinations. Ensure a green transition and a low-carbon economy. Develop ecotourism and rural tourism. Protect heritage and involve communities (local value chain, circular economy) **(32%)**
- Diversify offer and develop new products **(32%)**

South Asia

- Improve safety standards and health protocol (at airport, hotels, etc.) for both employees and visitors to progressively lower restrictions of movement (contactless travel, green corridors). Promote vaccination. Collaterally, promote the image of a safe (COVID free) destination and restore confidence **(33%)**
- Recovery roadmap (pandemic, climate change, etc.) for improving resilience and crisis communication **(33%)**
- Support tourism businesses and SMEs (tax exemption, 0% interest public loan, etc.), as well as vulnerable people (youth, women) and families (social tourism: vouchers, etc.) **(33%)**

- HR development: training, capacity building of both private and public sector workers, adapting to the new normal **(33%)**
- Governance, Institutional strengthening, review of legal framework, data system, inter-ministerial collaboration on COVID-19 issues **(33%)**

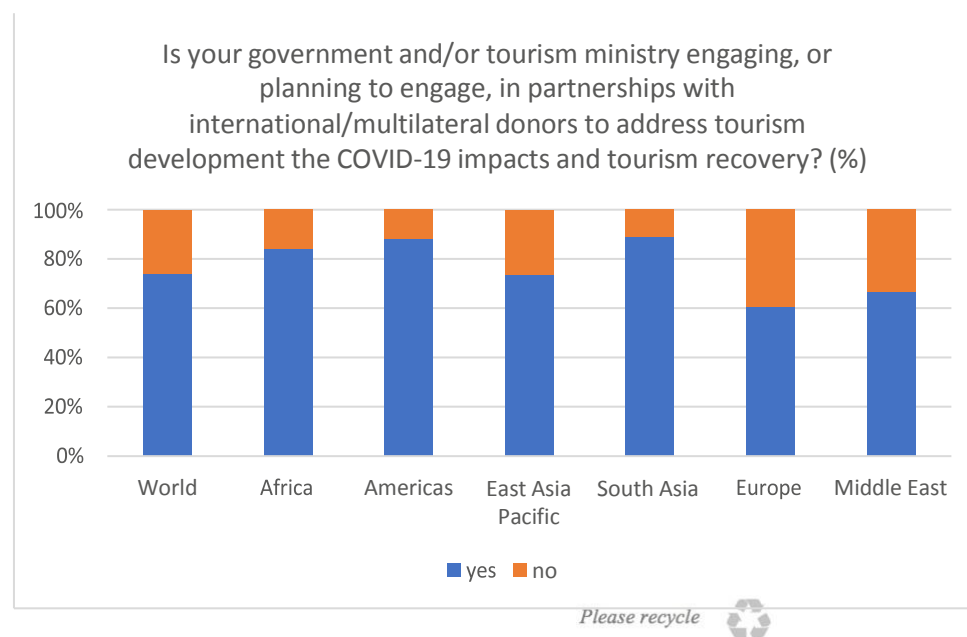
Europe

- Improve safety standards and health protocol (at airport, hotels, etc.) for both employees and visitors to progressively lower restrictions of movement (contactless travel, green corridors). Promote vaccination. Collaterally, promote the image of a safe (COVID free) destination and restore confidence **(42%)**
- Support tourism businesses and SMEs (tax exemption, 0% interest public loan, etc.), as well as vulnerable people (youth, women) and families (social tourism: vouchers, etc.) **(37%)**
- Develop and promote sustainable and responsible tourism products and destinations. Ensure a green transition and a low-carbon economy. Develop ecotourism and rural tourism. Protect heritage and involve communities (local value chain, circular economy) **(30%)**
- Boost innovation, new tourism models, digitalization, smart tourism and new technologies **(26%)**

Middle East

- Improve safety standards and health protocol (at airport, hotels, etc.) for both employees and visitors to progressively lower restrictions of movement (contactless travel, green corridors). Promote vaccination. Collaterally, promote the image of a safe (COVID free) destination and restore confidence **(75%)**
- Recovery roadmap (pandemic, climate change, etc.) for improving resilience and crisis communication **(42%)**
- Support tourism businesses and SMEs (tax exemption, 0% interest public loan, etc.), as well as vulnerable people (youth, women) and families (social tourism: vouchers, etc.) **(25%)**
- Boost Investments in tourism infrastructure. Improve fundraising mechanisms **(25%)**
- HR development: training, capacity building of both private and public sector workers, adapting to the new normal **(25%)**

3.2. Is your government and/or tourism ministry engaging, or planning to engage, in partnerships with international/multilateral donors to address tourism development the COVID-19 impacts and tourism recovery?

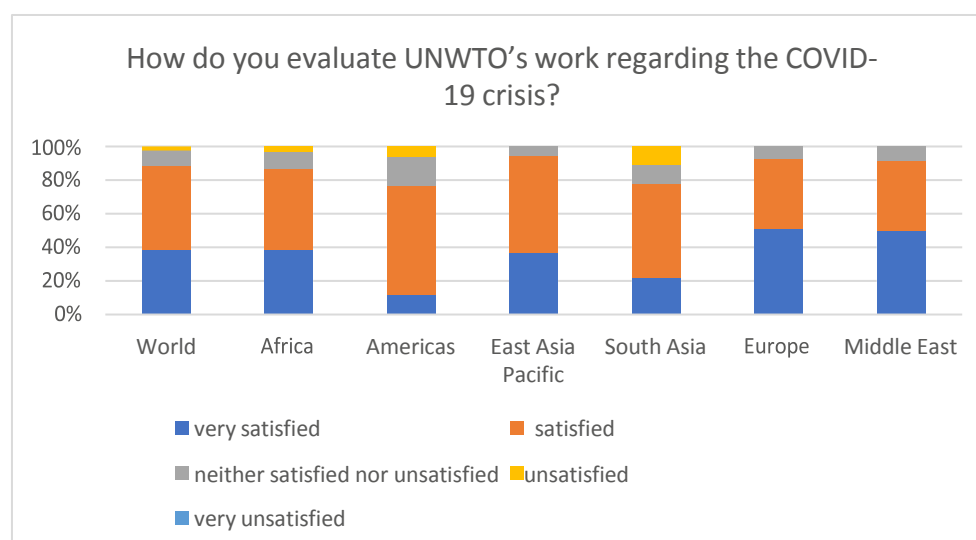


If yes, with whom have you considered to partner?

The list of partners is exhaustive and very diverse, including:

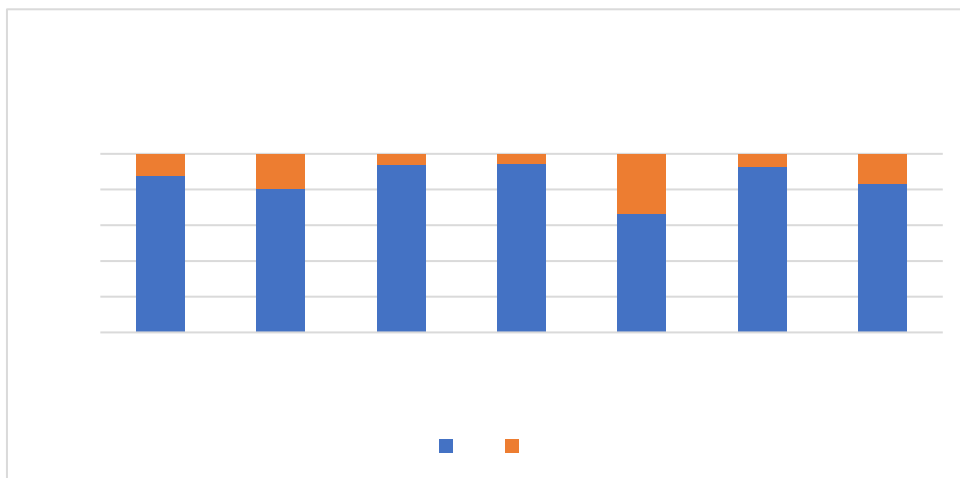
- **UN bodies:** UNWTO, United Nations Development Programme (UNDP), UNDP Global Environmental Finance (UNDP-GEF), International Labour Organization (ILO), World Intellectual Property Organization (WIPO), World Health Organization, United Nations Economic Commission for Africa (UNECA), Enhanced Integrated Framework (EIF), United Nations Conference on Trade and Development (UNCTAD), United Nations International Children's Emergency Fund (UNICEF)
- **other international or regional organizations:** European Union, European Commission, Arab Tourism Organization, World Bank, African Development Bank, Standing Committee for Economic and Commercial Cooperation (COMCEC) of the Organisation of Islamic Cooperation (OIC), West African Economic and Monetary Union (UEMOA), Initiative for the Development of Africa (IDA), European Bank for Reconstruction and Development (EBRD), African Union, Arab League, Southern African Development Community, (SADC), East African Community (EAC), Inter-American Development Bank (IADB), Caribbean Development Bank (CDB), International Monetary Fund (IMF), Development Bank of Latin America (CAF), Secretaría de Integración Turística Centroamericana (SITCA), Agencia de Promoción Turística de Centroamérica (CATA), Organization of American States (OAS), MERCOSUR, International Climate Initiative (IKI), Asia-Pacific Economic Cooperation (APEC), Lancang-Mekong Cooperation, International Finance Corporation (IFC), Association of Southeast Asian Nations (ASEAN), Indian Ocean Rim Association (IORA), Asia Cooperation Dialogue (ACD), Regional Cooperation Council (RCC), Conference on Interaction and Confidence-Building Measures in Asia (CICA), European Travel Commission (ETC), Organisation for Economic Co-operation and Development (OECD), Islamic Development Bank (IDB)
- **private federations, foundations or companies:** Swift Foundation, World Travel & Tourism Council (WTTC), ActionAid International, Visa, Google
- **national or subnational development agencies:** French Development Agency, Luxembourg Development Agency, Japan International Cooperation Agency (JICA), United States Agency for International Development (USAID), Spanish Agency for International Development Cooperation (AECID), Swiss Agency for Development and Cooperation (SDC), Korea International Cooperation Agency (KOICA), New Zealand Aid Programme (NZAID), Australian Agency for International Development (AusAid), German Development Agency (GIZ), Shanghai Cooperation Organisation (SCO), Thailand International Cooperation Agency (TICA)

3.3. How do you evaluate UNWTO's work regarding the COVID-19 crisis?



89% of Members are satisfied or very satisfied about the work done by UNWTO regarding the COVID-19 crisis.

3.4. Are you aware of the UNWTO COVID-19 Tourism Recovery Package?

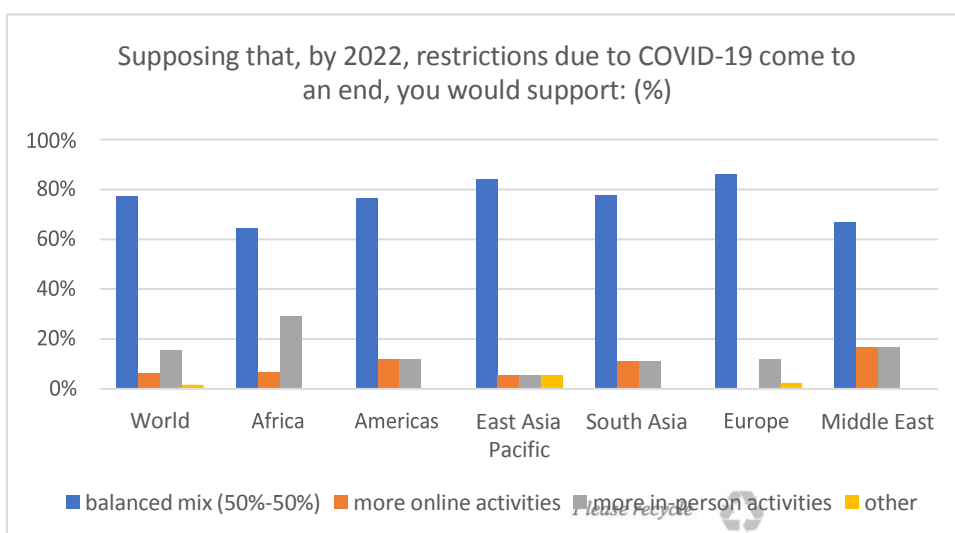


The COVID-19 Tourism Recovery Package is well known among Members (**88%**). The replies to the following two questions will be analysed by the Technical Cooperation and the Regional Departments at UNWTO Secretariat in order to 1) improve the COVID-19 package and 2) prepare ad-hoc tools to respond needs expressed by Members:

1. How could UNWTO better support you and further improve the assistance it provides?
2. What kind of other support (i.e., not COVID19-related) do you expect from UNWTO in terms of technical assistance?

4. Online activities

4.1. Supposing that, by 2022, restrictions due to COVID-19 come to an end, you would support:



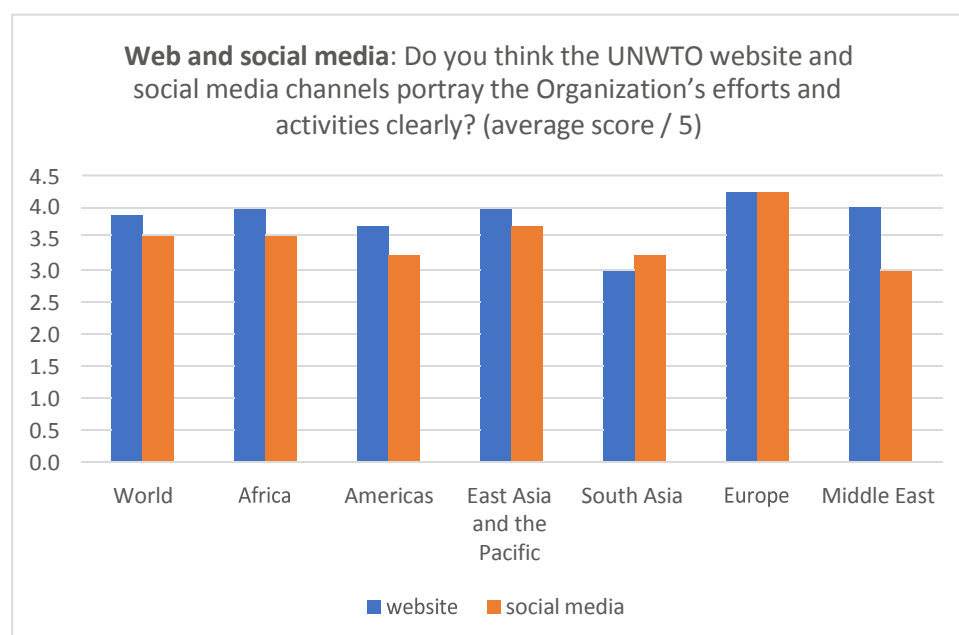
Comments: The option widely preferred by Members (**78%**) is to have a balanced mix of online and in-person activities, benefitting from the cheapness and flexibility of the first category, without renouncing to the relational and promotional aspects of the second. In Africa, preference for in-person activities still represent close to **30%** of Members.

4.2. Have you heard about innovative online activities/services that you think could be included/added to UNWTO Programme of Work?

Respondents stated the following regarding innovative or interesting online activities: Virtual trade shows, knowledge exchanges sessions, investment portal with project portfolio, Tourism Business Incubation platform, Public-private mentoring workshop, SMEs portal with possibility of e-commerce, social media challenges, best practices exchange platform, and use of tools like “mentimeter” to encourage active participation and engagement.

5. Web and social media

5.1. Do you think the UNWTO website and social media channels portray the Organization’s efforts and activities clearly?

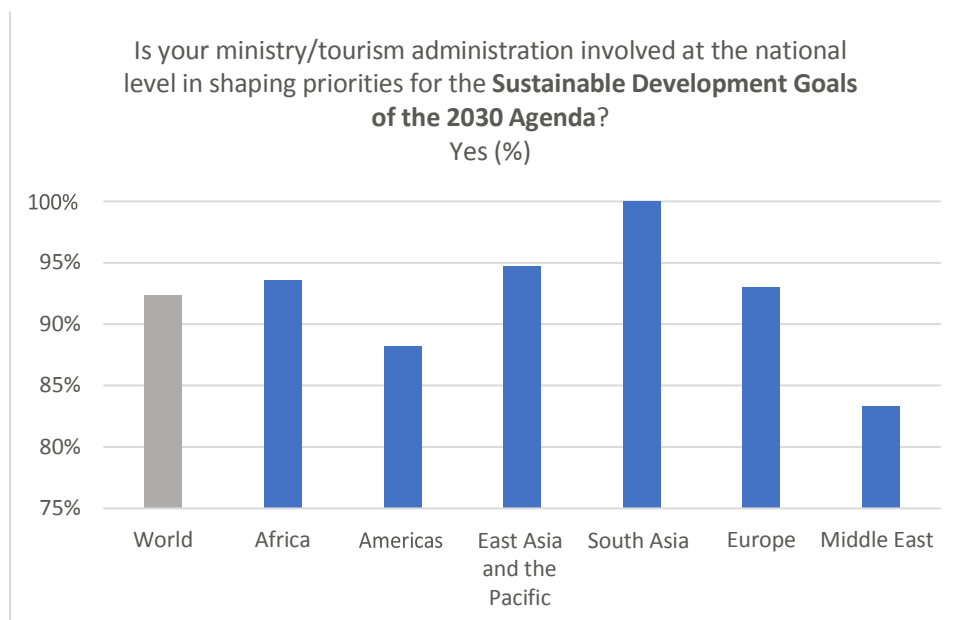


5.2. Where and how do you think these can be improved?

Many Members acknowledged the recent improvements in UNWTO website and the use of social media. This said, some respondents stated the following possible improvements: reinforcement in the use of all official languages, more interactivity with Members (notably with focal points), better availability of reports of each activity, implement sharing platforms for case studies and success stories, possibility of login in UNWTO webpage, more use of video to communicate information/results, free access to elibrary, more use of the mobile app in events, better use of Twitter to share activities and reports, more intuitive/user friendly web, improvement of the indexing function, sharing information from Members, and improvement of search tool.

6. 2030 Agenda

6.1. Is your ministry/tourism administration involved at the national level in shaping priorities for the Sustainable Development Goals of the 2030 Agenda?



If yes, how? Examples of replies:

- The tourism ministry is represented by a focal point to help define priorities at the national level
- Our National priorities/tourism policy are(is) aligned on SDGs
- The Ministry is among Key Government stakeholders that drive, monitors and measure how SDG are getting implemented and achieved.
- We try to incorporate each SDG in all tourism projects
- We are involved in COP and other SDG related UN processes
- We developed ad-hoc indicators under Goals 8, 12, and 14
- The Ministry is part of the national SDGs taskforce
- The Ministry of Tourism is responsible for the development and implementation of the National strategy for sustainable tourism development

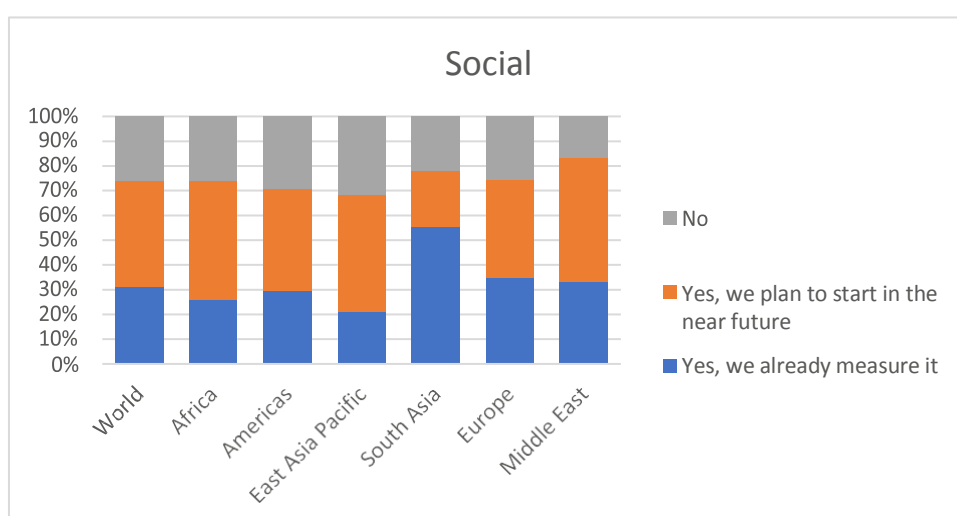
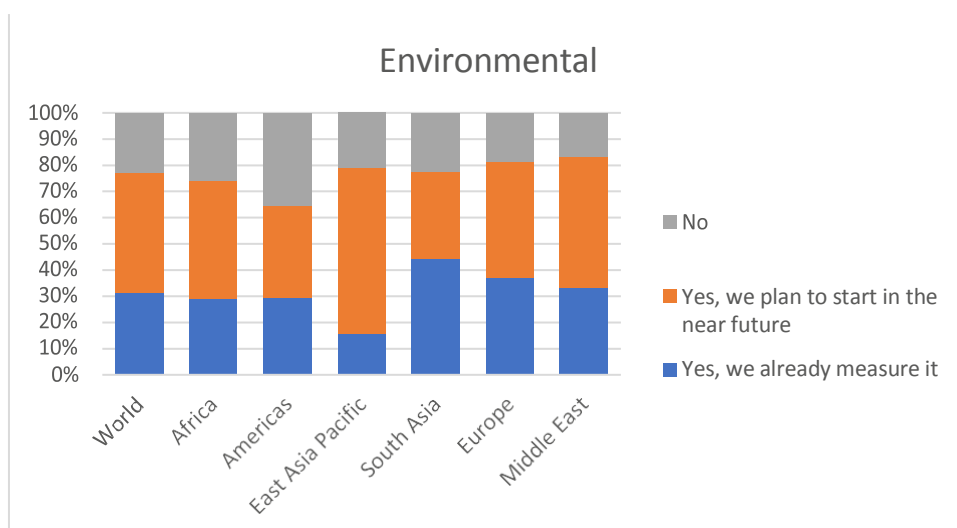
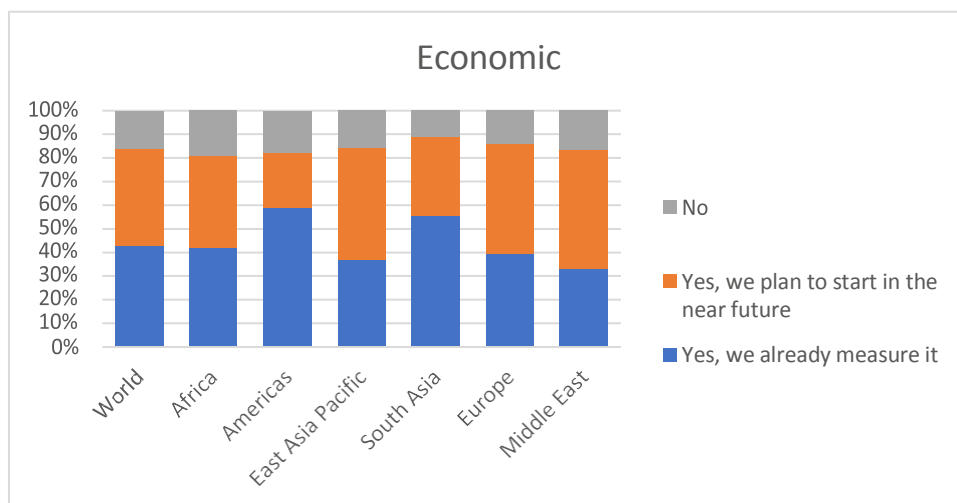
If no, why? Examples of replies:

- The SDG Unit operates out of a different agency and we are not aware of its activities in this regard.
- SDGs are managed from another government portfolio

From these examples, it clearly appears that governance models at ministerial level are key to ensure that the NTA is fully involved in SDG matters.

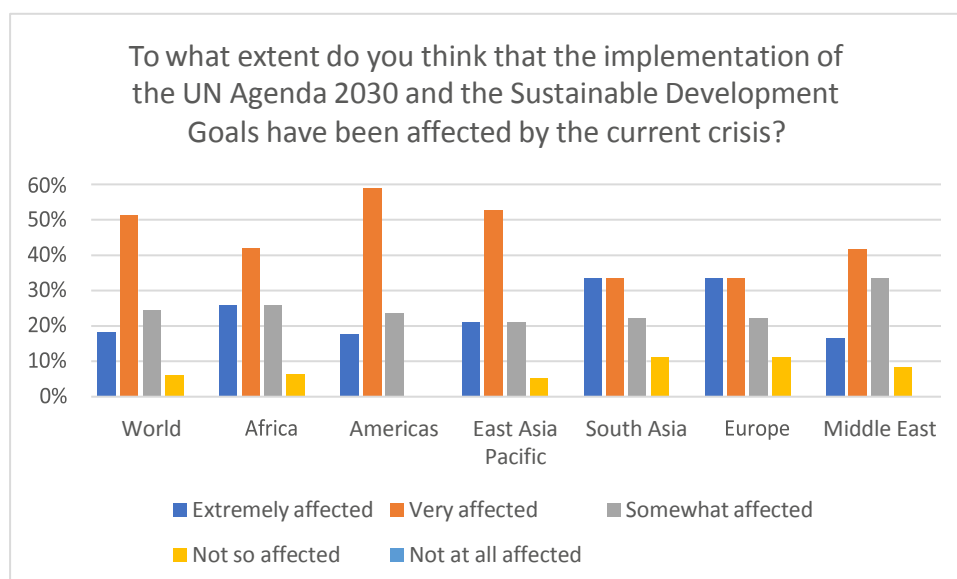
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6.2. Do you measure the sustainability of tourism in its economic, environmental and social dimensions?



Comments on this matter have been communicated to the Statistics Department at UNWTO in order to better respond to each Member's needs.

6.3. To what extent do you think that the implementation of the UN Agenda 2030 and the Sustainable Development Goals have been affected by the current crisis?



More than 75% of the Members think that the Agenda 2030 has been very or extremely affected by the crisis. On a positive note, the main comment by respondents is that many projects were put on hold and Members are confident in resuming them once the pandemic ends.

7. Regional and sub-regional cooperation

7.1. Would you like to be included in a working group for drafting an action plan for your region, or by theme, based on the Programme of Work 2022-2023 to be approved?

91% of Members replied favourably to this question. Members see the value of such working group as opportunities to:

- be more involved in the regional questions and solution for sustainable tourism development.
- expose the reality on the ground.
- share experiences, good practices and expertise, and benefit from others' knowledge, notably on how restart tourism after the crisis.
- propose and plan concrete activities in the framework of the programme of work.
- Involve regional organizations in the debates.
- Increase transparency on the life of the Organization.

The UNWTO Secretariat will arrange modalities of such working groups once the *Draft Programme of work and budget of the Organization for 2022-2023* will be approved at the 24th session of UNWTO General Assembly, in October 2021. Complete terms of reference will be sent to members in due course, as required by some Members.

7.2. How could UNWTO better engage Members and facilitate cooperation at the sub-regional level?

Proposals can be summed up as follows:

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- Create sub-regional commissions/committees, with focussed group discussions, less formal and more frequent meetings.
- Organize subregional events.
- Promote common technical cooperation projects (focal points training, capacity-building programmes, development projects in trans frontier destinations, multi destination promotion or marketing, etc.).
- Work with subregional organisations and involve private partners.
- Create an exchange or a social media platform.
- Nominate focal points for subregions.
- Create a regional office and facilitate movement of staff from HQ.
- Increase frequency of calls with country focal points.

Annex 1: UNWTO Members participating in the survey

Africa

1. Algeria
2. Angola
3. Benin
4. Botswana
5. Burkina Faso
6. Burundi
7. Cabo Verde
8. Cameroon
9. Comoros
10. Congo
11. Côte d'Ivoire
12. Democratic Republic of the Congo
13. Gambia
14. Ghana
15. Kenya
16. Liberia
17. Mali
18. Mauritania
19. Mauritius
20. Morocco
21. Mozambique
22. Nigeria
23. Senegal
24. Seychelles
25. Sierra Leone
26. Somalia
27. Sudan
28. Tunisia
29. Uganda
30. United Republic of Tanzania
31. Zambia

Americas

32. Bahamas
33. Barbados
34. Bolivia
35. Brazil
36. Chile
37. Colombia
38. Cuba
39. Dominican Republic
40. Ecuador
41. El Salvador
42. Guatemala
43. Honduras
44. Nicaragua

45. Panama

46. Paraguay

47. Peru

48. Uruguay

East Asia Pacific

49. Cambodia
50. China
51. Fiji
52. Indonesia
53. Japan
54. Lao People's Democratic Republic
55. Malaysia
56. Mongolia
57. Myanmar
58. Palau
59. Papua New Guinea
60. Philippines
61. Republic of Korea
62. Samoa
63. Thailand
64. Timor-Leste
65. Vanuatu
66. Viet Nam
67. Macao, China

South Asia

68. Afghanistan
69. Bangladesh
70. Bhutan
71. India
72. Iran, Islamic Republic of
73. Maldives
74. Nepal
75. Pakistan
76. Sri Lanka

Europe

77. Albania
78. Andorra
79. Armenia
80. Austria
81. Azerbaijan
82. Belarus
83. Bosnia and Herzegovina
84. Bulgaria
85. Croatia
86. Cyprus

87. Czech Republic

88. France

89. Georgia

90. Germany

91. Greece

92. Hungary

93. Israel

94. Italy

95. Kazakhstan

96. Kyrgyzstan

97. Lithuania

98. Malta

99. Monaco

100. Montenegro

101. Netherlands

102. North Macedonia

103. Poland

104. Portugal

105. Republic of Moldova

106. Romania

107. Russian Federation

108. San Marino

109. Serbia

110. Slovakia

111. Slovenia

112. Spain

113. Switzerland

114. Tajikistan

115. Turkey

116. Turkmenistan

117. Ukraine

118. Uzbekistan

119. Madeira

Middle East

120. Bahrain
121. Egypt
122. Iraq
123. Jordan
124. Kuwait
125. Lebanon
126. Oman
127. Qatar
128. Saudi Arabia
129. Syrian Arab Republic
130. United Arab Emirates
131. Yemen

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