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## الجمعية العامة

الدورة الثانية والعشرون

تشنغو، الصين، ١١-١٦ أيلول/سبتمبر ٢٠١٧  
البند ١٠ (أولاً) (أ) من جدول الأعمال المؤقت

### تقرير الأمين العام

الجزء الأول: برنامج العمل للفترة ٢٠١٦-٢٠١٧

(أ) تنفيذ برنامج العمل العام للفترة ٢٠١٦-٢٠١٧

#### أولاً. مقدمة

١. إعتدلت الجمعية العامة بموجب القرار A/RES/651(XXI) مشروع برنامج العمل العام للمنظمة وميزانياتها للفترة ٢٠١٦-٢٠١٧ (الوثيقة A/21/8(I)(b)).

٢. ورُفعت بشكل منتظم تقارير مفصلة عن تنفيذ برنامج العمل لفترة السنتين ٢٠١٦-٢٠١٧ إلى المجلس التنفيذي، بعد استعراضها من قبل لجنة البرنامج والميزانية. وهذه التقارير متاحة على شبكة الإنترنت كالاتي:

(أ) الدورة الثالثة بعد المئة، مالقة، إسبانيا [CE/103/5](#)

(ب) الدورة الرابعة بعد المئة، الأقصر، مصر [CE/104/5\(a\)](#)

(ج) الدورة الخامسة بعد المئة، مدريد، إسبانيا [CE/105/5\(a\)](#)

(د) الدورة السادسة بعد المئة، تشنغو، الصين [CE/106/3](#)

٣. كما قُدمت تقارير إضافية عن الأنشطة خلال إجتماعات اللجان الإقليمية عامي ٢٠١٦ و ٢٠١٧. وهي بدورها متاحة على شبكة الإنترنت، إلى جانب [التقرير السنوي ٢٠١٦ لمنظمة السياحة العالمية](#).

٤. ويرمي هذا التقرير إلى إعطاء لمحة شافية عن التوجهات الإستراتيجية والأنشطة الرئيسية التي نُفذت خلال فترة السنة والنصف الأولى من فترة السنتين. وهو ينبع تصميم الوثيقة A/21/8(I)(b)، حيث يتمحور حول الهدفين الإستراتيجيين للمنظمة وهما: تحسين التنافسية والجودة مع العمل على ضمان الإستدامة والأخلاقيات في العمليات السياحية.

٥. أما المرافق التي يتضمنها التقرير فهي: [المرفق الأول](#): منظمة السياحة العالمية في منظومة الأمم المتحدة، [المرفق الثاني](#): التقارير الموحدة للجان الفنية، [المرفق الثالث](#): العمل الميداني لمنظمة السياحة العالمية، بما في ذلك مشروع طريق الحرير، [المرفق الرابع](#): تقرير حول المؤتمر الدولي السادس للإحصاءات السياحية، [المرفق الخامس](#): استراتيجية حشد



الموارد، [المرفق السادس](#): استخدام شعار منظمة السياحة العالمية، و[المرفق السابع](#): تسخير الإمكانات السياحية لمواقع النزاع التاريخية في سبيل الارتقاء بالسلام.

## ثانياً. التنافسية والجودة

٦. مضت لجنة السياحة والتنافسية قدماً في مهمتها المعيارية. ومنذ إنشائها عام ٢٠١٣، ركزت اللجنة عملها بشكل أساسي على تقييم حالة المعارف بشأن مفهوم "التنافسية السياحية" الأساسي وتحديد عوامله الرئيسية. كما شملت هذه العملية تصنيف وتطوير ومواءمة المفاهيم والنماذج والتعاريف العملية المستخدمة عالمياً في سلسلة القيمة السياحية. ويرد المزيد من المعلومات في هذا الشأن في [المرفق الثاني \(ألف\)](#).

### ألف. جمع الإحصاءات السياحية وإعدادها وقابلية مقارنتها دولياً

٧. يشكّل تجميع ونشر البيانات والمؤشرات عن السياحة الدولية جزءاً من الأنشطة الرئيسية لمنظمة السياحة العالمية وهذا ما يتجلى عبر إصدار منشورين سنويين أساسيين هما: [مجموعة إحصاءات السياحة وحولية الإحصاءات السياحية](#). كما أن البيانات التي يتضمنها هذان المنشوران ترد أيضاً بمزيد من التحديث في المكتبة الإلكترونية لمنظمة السياحة العالمية.

٨. إن معايير قياس السياحة الحالية إقتصادية في جُلّها. ولذلك أطلقت منظمة السياحة العالمية، بدعم من شعبة الإحصاءات في الأمم المتحدة، مشروع قياس السياحة المستدامة. ويمكن الهدف منه في تطوير إطار إحصائي دولي لقياس دور السياحة في التنمية المستدامة. ومن شأن هذا الإطار أن يدعم قياس السياحة بأبعادها الإقتصادية والبيئية والاجتماعية وعلى المستويات العالمية والوطنية ودون الوطنية. ويُعدّ إطار مشروع قياس السياحة المستدامة خطوة هامة من أجل دعم السياسات والممارسات السياحية المستدامة العالمية والعابرة للقطاعات والتي تعمل إنطلاقاً من قاعدة معلومات متكاملة، متسقة ومتينة. كما يأتي قياس السياحة المستدامة استجابةً أيضاً للطلب على المؤشرات العالية الجودة التي ترصد التقدم المحرز نحو بلوغ أهداف التنمية المستدامة. وتتفانى الأمم المتحدة في سبيل تصميم مؤشرات لأهداف التنمية المستدامة ولقد دعت جمعيتها العامة إلى أن تستند هذه الجهود إلى أسس إحصائية.

٩. واستضافت الفلبين [المؤتمر الدولي السادس لمنظمة السياحة العالمية حول الإحصاءات السياحية: قياس السياحة المستدامة](#) الذي خُصص لهذا المشروع والذي انعقد في مانيلا من ٢١ إلى ٢٤ حزيران/يونيو ٢٠١٧. وقد شكّل المؤتمر حدثاً تاريخياً جمع ما يربو على ١٠٠٠ مشارك من أهل القيادة والإختصاص من كافة أنحاء العالم. وكانت المرة الأولى من نوعها التي تجمع فيها فعالية من فعاليات المنظمة الوزراء والمسؤولين الإحصائيين والخبراء في السياسات والإحصائيين والقطاع الخاص والأوساط الأكاديمية من أجل التنمية المستدامة والسياحة. وناقش المؤتمر المسودة الأولى للإطار الإحصائي لقياس السياحة المستدامة وخُصص إلى اعتماد نداء مانيلا للعمل من أجل قياس السياحة المستدامة. ويرد المزيد من المعلومات في [المرفق الرابع](#).

١٠. وأيدت اللجنة الإحصائية للأمم المتحدة مؤخراً (آذار/مارس ٢٠١٧) [تقرير منظمة السياحة العالمية عن إحصاءات السياحة](#) وسلّطت الضوء على الأولويات التالية: (أ) وضع إطار إحصائي لقياس السياحة المستدامة؛ (ب) وضع دليل تجميعي لحسابات السياحة الفرعية؛ (ج) مواصلة العمل على مؤشرات أهداف التنمية المستدامة المتعلقة بالسياحة المستدامة؛ و(د) الحاجة إلى بناء القدرات في مجال قياس السياحة المستدامة، ولاسيما في ما يتعلق بتجميع حسابات السياحة الفرعية، وفقاً لما شددت عليه البلدان النامية على وجه الخصوص.

١١. ويعتمد تجميع بيانات السياحة الدولية على العمل المنجز في كلّ بلد. وتدعم أمانة منظمة السياحة العالمية الأعضاء في بناء النظام الخاص بهم للإحصاءات السياحية، بما في ذلك حساب السياحة الفرعية. وخلال الفترة المشمولة بالتقرير، قدّم الدعم عن طريق حلقات العمل لبناء القدرات على المستويين الإقليمي والوطني التي تشكّل الجزء الأخير من أعمال التعاون الفني التي تضطلع بها المنظمة (أنظر [المرفق الثالث \(ألف\)](#)).

١٢. ولقد عملت لجنة الإحصاء وحساب السياحة الفرعية بلا كلل، فدأبت تحديداً على الدفع بمشروع قياس السياحة المستدامة قدماً من خلال الشراكات الإستراتيجية وآليات الأمم المتحدة، وعلى تمكين تطويره المنهجي عبر الفريق العامل المؤلف من الخبراء والمعني بقياس السياحة المستدامة (أنظر [المرفق الثاني \(جيم\)](#)).

## باء. اتجاهات السياحة، المعلومات عن الأسواق، تطوير المنتجات والتسويق

١٣. تحتاج إدارات ومؤسسات السياحة الوطنية وكذلك منظمات إدارة المقاصد إلى بيانات وتحليلات دقيقة ومحدثة من أجل تطوير استراتيجياتها في مجال التسويق والترويج. ولقد واصلت أمانة منظمة السياحة العالمية توفير المعلومات على اختلاف أنواعها بهدف مساعدتها.

١٤. يُنشر بارومتر السياحة العالمية الصادر عن منظمة السياحة العالمية ست مرات سنوياً، وهو تقرير رئيسي للمنظمة وأحد أبرز إنتاجاتها حيث أنه يرصد اتجاهات السياحة على المدى القصير على مدار السنة. وفي العام ٢٠١٧، تم إنتاج إصدار خاص، تحت عنوان الاتجاهات السياحية على المدى القصير في الاتحاد الأوروبي، نتيجةً للتعاون مع المفوضية الأوروبية (المديرية العامة للسوق الداخلية والصناعة وريادة الأعمال والمؤسسات الصغيرة والمتوسطة الحجم).

١٥. وتجدر الإشارة إلى أهمية التعاون مع اللجنة الأوروبية للسفر في معظم النواتج المتصلة بمجال العمل هذا، وكذلك في استراتيجيات ومنهجيات التسويق، وخاصة بشأن المواضيع التالية: السياحة الصحية، مؤشرات الأداء الرئيسية لتقييم تسويق السياحة، وعملية صنع القرار لدى منظمي الاجتماعات والمؤتمرات والفعاليات والحوافز.

١٦. يُضاف إلى ذلك تحليل الشرائح أو المنتجات أو القطاعات السياحية: لقد قامت الأمانة، وبالتعاون بشكل خاص مع الأعضاء المنتسبين، بجمع سلسلة من وجهات النظر في تقارير وفعاليات مختلفة. وتم التطرق إلى مواضيع متنوعة على غرار سياحة النبيذ، سياحة فن الطهي والتذوق، سياحة المدن، سياحة المثليين، السياحة الرياضية، وغيرها.

١٧. وتستحوذ مسألة التكنولوجيا تدريجياً على أهمية متزايدة في عمل الأمانة. ولقد عُقدت الفعاليات بشأن المقاصد الذكية أو التكنولوجيات الحديثة المطبقة في مجال السياحة. وبالتوازي، قُدمت الأمانة الاستنتاجات الأولى للبحث حول "الخدمات السياحية الجديدة عبر المنصات" (أو ما يُعرف بـ"اقتصاد المشاركة"). وسيُصار إلى تقديم نسخة مُحدثة خلال الدورة الثانية والعشرين للجمعية العامة.

## جيم. السفر الآمن والسلس

١٨. لما كان يدمج مسألتَي الأمن وتيسير السفر، شكّل السفر الآمن والسلس أحد مجالات العمل ذات الأولوية خلال فترة السنتين الحالية. وشاركت منظمة السياحة العالمية بانتظام في أنشطة التنسيق الخاصة بمنظومة الأمم المتحدة ومنظمات دولية وإقليمية أخرى، بما في ذلك منظمة الصحة العالمية، خطة الأمم المتحدة لمكافحة إنفلونزا الطيور والإنفلونزا البشرية، رابطة أمم جنوب شرق آسيا (آسيان)، ورابطة التعاون الاقتصادي لآسيا والمحيط الهادئ، بالإضافة إلى هيئات استشارية على غرار لجنة الطوارئ المنشأة بموجب اللوائح الصحية الدولية التابعة لمنظمة الصحة العالمية والمعنية بفيروسي إيبولا وزیکا.

١٩. ونظمت الأمانة العديد من الفعاليات الأساسية في هذا الخصوص عام ٢٠١٦ (اجتماع فرقة العمل الرفيعة المستوى المعنية بالسياحة والأمن في مدريد، كافة اجتماعات اللجان الإقليمية، القمة الوزارية في معرض السفر العالمي في لندن، الندوة الرفيعة المستوى لمنظمة السياحة العالمية/اللجنة الأوروبية للسفر حول التواصل في أوقات الأزمات، والدورة التدريبية والتطبيقية الإقليمية لمنظمة السياحة العالمية/مؤسسة تيميس لفائدة المسؤولين التنفيذيين) وعام ٢٠١٧، ولاسيما الاجتماع الأول فرقة العمل الرفيعة المستوى التابعة لمنظمة السياحة العالمية والمعنية بالسياحة والأمن الذي عُقد قبيل الدورة الخامسة بعد المئة للمجلس التنفيذي.

٢٠. إلى ذلك، شكّل موضوع السفر الآمن والسلس، ولاسيما في شقّه المتصل بالتيسير، مسألة تركزت في مجمل الأنشطة المنفّذة في إطار برنامج طريق الحرير. ويرد في المرفق الثالث (باء) المزيد من المعلومات عن طريق الحرير.

## دال. سياسات الربط/الطيران

٢١. في أعقاب المنتدى الرفيع المستوى بين منظمة السياحة العالمية ومنظمة الطيران المدني الدولي (إيكاف) حول السياحة والنقل الجوي لأغراض التنمية الذي انعقد بموازاة الدورة الحادية والعشرين للجمعية العامة في مديين، كولومبيا، واصلت منظمة السياحة العالمية عملها على التعاون بين السياحة والنقل الجوي عبر معالجة التحديات الراهنة المتصلة بتقارب السياسات والربط والتنافسية وتيسير السفر، ولاسيما بالتعاون مع شركة ICF للاستشارات في مجال الطيران ومنظمة التجارة العالمية.

## هـ. إدارة المقاصد والجودة

٢٢. ركزت المبادرات المتعلقة بـ"إدارة المقاصد والجودة" بشكل أساسي على السياسات والإستراتيجيات والعمليات التشغيلية وبخاصة تلك المتصلة بمجالات السياحة الحضرية والسياحة الجبلية وابتداع نهج متكامل لجودة المقاصد وإدارة المقاصد وللأداء بصورة عامة. وإلى جانب الفعاليات الكبرى، سواء تلك المنظمة من جانب الأمانة أم المدعومة فنياً من قبلها، ساعدت الدراسات والمنشورات ذات الصلة أيضاً على إبراز قصص النجاح وخلق رؤية مشتركة على المستوى العالمي.

## ثالثاً. الإستدامة وآداب السياحة

## ألف. التطور والنمو السياحيان عبر حشد الموارد والشراكات والبيئية المؤاتية للأعمال

٢٣. لا شك أن الإنجاز الأكبر لفترة السنتين هذه بالنسبة لمنظمة السياحة العالمية والأسرة السياحية يكمن في إعلان الأمم المتحدة سنة ٢٠١٧ السنة الدولية للسياحة المستدامة في سبيل التنمية. وخصّصت الوثيقة [A/22/10\(I\)\(b\)](#) بالكامل لهذا الموضوع، كما أن الأعضاء مدعوون أيضاً إلى زيارة [الموقع الإلكتروني للسنة الدولية](#).

٢٤. واستفادت الجهود المبذولة في سبيل تعبئة الموارد منذ عام ٢٠١٦ إلى حد كبير من السنة الدولية. علاوة على ذلك، أعدت استراتيجية لحشد الموارد، ترد في [المرفق الخامس](#)، بحيث توجّه بشكل أفضل الأنشطة الرامية إلى جمع الأموال للمنظمة. وهي تشمل تحليلاً معمّقا لتمويل منظمة السياحة العالمية بين ٢٠٠٩ و٢٠١٦، بالإضافة إلى لمحة عن مصادر التمويل المحتملة، تليها ستة مسارات للعمل و١٩ توصية. كما أن الأمانة بصدد إعداد خطة عمل تسترشد بها عملية التنفيذ.

باء. العلاقات المؤسسية (أنظر أيضاً [المرفق الأول](#))

٢٥. أتاحت فرصة السنة الدولية كذلك الأمر لمنظمة السياحة العالمية توطيد الروابط مع الأمم المتحدة ووكالاتها وهيئاتها ذات الصلة، وخاصةً، على سبيل المثال لا الحصر، اللجنة الإحصائية للأمم المتحدة بشأن مشروع قياس السياحة المستدامة، وبرنامج الأمم المتحدة للبيئة بشأن برنامج السياحة المستدامة ضمن إطار السنوات العشر للبرامج المتعلقة بأنماط الاستهلاك والإنتاج المستدامة. علاوة على ذلك، وقعت منظمة السياحة العالمية عام ٢٠١٦ إتفاقاً مع المفوضية الأوروبية (المديرية العامة للسوق الداخلية والصناعة وريادة الأعمال والمؤسسات الصغيرة والمتوسطة الحجم) لدعم الأنشطة العادية لبرنامج العمل كبناء القدرات في مجال الإحصاءات أو المنشورات المتصلة بالإتجاهات السياحية. ووقعت أيضاً المنظمة في أيلول/سبتمبر ٢٠١٦ مذكرة تفاهم مع مجلس أوروبا بهدف تعزيز التعاون في مجال التنمية المستدامة للسياحة الثقافية.

## جيم. التعاون التقني وتنمية الموارد البشرية

٢٦. يتلزم حشد الموارد مع التعاون التقني. وترد الأنشطة التي نفذتها الأمانة ميدانياً في المرفق الثالث (ألف) لهذه الوثيقة: العمل الميداني لمنظمة السياحة العالمية. وبالإجمال، نفذت الأمانة ٤٤ مشروعاً سياحياً خلال فترة السنتين.

٢٧. أما مختلف أنشطة مؤسسة تيميس فهي مخصصة تحديداً للتدريب ولبناء القدرات: الدورات والتدريبات العملية. وهي تُنظّم عالمياً وهدفها هو أن تُعَمِّم على الصعيدين الإقليمي أو الوطني مختلف استنتاجات الدراسات التي تقوم بها الأمانة.

## دال. التنمية المستدامة

٢٨. واصلت الأمانة التقدّم في هذا المجال عبر ثلاث ركائز: (أ) [الشبكة الدولية لمراسد السياحة المستدامة](#) التابعة لمنظمة السياحة العالمية؛ (ب) [برنامج السياحة المستدامة ضمن إطار السنوات العشر للبرامج المتعلقة بأنماط الاستهلاك والإنتاج المستدامة](#) الذي تقوده منظمة السياحة العالمية مع حكومات فرنسا، المغرب، وجمهورية كوريا كقادة مشتركين، وبالتعاون مع أمانة إطار السنوات العشر وبرنامج الأمم المتحدة للبيئة؛ و(ج) مشروع قياس السياحة المستدامة على النحو المبين في القسم الثاني (ألف) من هذا التقرير.

٢٩. وواصلت الشبكة الدولية لمراسد السياحة المستدامة التابعة لمنظمة السياحة العالمية نموّها مع إنضمام مقاصد جديدة منذ شهر آذار/مارس لهذه الشبكة المؤلفة من شركاء ملتزمين. وإثر إنضمام عضوين جديدين هما مرصد سونوما، كاليفورنيا، الولايات المتحدة، ومرصد واكاتو، نيوزيلندا، باتت الشبكة تضم حالياً ١٨ عضواً، فيما لا تزال مرصد أخرى

عديدة في طور تقديم الطلبات أو أعربت عن اهتمامها بالإنضمام. وبالإضافة إلى هذا التوسع، وكجزء من أنشطة السنة الدولية ٢٠١٧، قامت منظمة السياحة العالمية بإطلاق [موقع إلكتروني جديد](#) للشبكة الدولية لمراسد السياحة المستدامة. وعبر إنشاء هذه المنصة، تدعم منظمة السياحة العالمية المقاصد في التزامها الدائم وتهدف إلى المضي أكثر في تعزيز الحوار المفتوح والشراكات القوية.

٣٠. وخلال العامين الأولين من العمليات، كان [برنامج السياحة المستدامة ضمن إطار السنوات العشر للبرامج المتعلقة بأنماط الاستهلاك والإنتاج المستدامة](#) بمثابة منصة تشاركية لجمع وتعزيز المبادرات والشراكات القائمة وتيسير المشاريع الجديدة الرامية إلى تسريع وتيرة الانتقال إلى أنماط استهلاك وإنتاج مستدامة في السياحة. ولقد نمت الشبكة من حيث العضوية لتشمل أكثر من ١٢٠ منظمة (حكومات، قطاع خاص، أوساط أكاديمية، ومجتمع مدني)؛ كما ازداد الحضور الدولي لأنشطة أعضائها، وأتاحت فرصاً لأعضائها للمشاركة في محافل عامة للتطرق إلى إدماج الاستهلاك والإنتاج المستدامين في القطاع السياحي؛ وعممت وعززت تبادل المعارف ما بين أعضائها عبر الاجتماعات والندوات الإلكترونية؛ ودعمت الأعضاء في إطلاق ثلاثة مشاريع تحفيزية في بيرو، فيجي وساموا، وجنوب أفريقيا.

#### هـ. إدارة الموارد (المياه والنفايات والطاقة) والتغير المناخي

٣١. في إطار أنشطة برنامج السياحة المستدامة ضمن إطار السنوات العشر، وُضع دور السياحة على بساط البحث لمناسبة المؤتمر الثاني والعشرين للأطراف في إتفاقية الأمم المتحدة الإطارية بشأن تغيّر المناخ. وناقشت [الندوة الدولية حول برنامج السياحة المستدامة ضمن إطار السنوات العشر](#) المنعقدة خلال مؤتمر الأطراف الثاني والعشرين سبل الإرتقاء بالسياحة المستدامة في ظل مناخ متغيّر. ورمت الندوة إلى رفع الوعي بشأن القضايا المتصلة بالسياحة وتغيّر المناخ وتشجيع القطاع على الانخراط في أعمال من شأنها أن تعزز الالتزامات الوطنية باتفاق باريس وخطة التنمية المستدامة لعام ٢٠٣٠.

٣٢. وكانت منظمة السياحة العالمية شريكاً أساسياً في مشروع "[الفنادق الصفورية الطاقة تقريباً](#)" الذي يهدف إلى مساعدة الفنادق في دول الإتحاد الأوروبي الـ ٢٨ على تحقيق كفاءة استخدام الطاقة عبر بلوغ مستويات تكاد تكون معدومة لإستهلاك الطاقة. ويبنى هذا المشروع من خلال مشاريع في سبع دول منهجيةً تثبت الربحية والجدوى عبر بيانات جدوى تبين المنافع البيئية والإقتصادية الإجتماعية المتأتية عن التحول إلى فندقٍ صفري الطاقة تقريباً.

#### و. السياحة والثقافة

٣٣. متابعاً للنجاح الذي حقّقه المؤتمر العالمي الأول لمنظمة السياحة العالمية واليونسكو حول السياحة والثقافة في سيام ريب، كمبوديا، عام ٢٠١٥ (محضر المؤتمر متوفر [إلكترونياً](#))، واصلت المنظمة سبر العلاقة ما بين هذين القطاعين. وتم إصدار العديد من المنشورات بغية النهوض بالمعارف العامة وتشاطر الممارسات.

#### ز. السياحة والسلام

٣٤. السياحة والسلام ركنٌ من أركان السنة الدولية ٢٠١٧. وتعمل منظمة السياحة العالمية وحكومة الفلاندرز على تطوير مشروع حول "تسخير الإمكانيات السياحية لمواقع النزاع التاريخية في سبيل الإرتقاء بالسلام" يرمي بصورة عامة إلى دعم بناء السلام وحفظ السلام مع الإسهام في الوقت عينه في التنمية المستدامة من خلال السياحة الأخلاقية والتراث. ويرد المزيد من المعلومات في [المرفق السابع](#).

#### ح. آداب السياحة والمسؤولية الإجتماعية للشركات

٣٥. باشرت [اللجنة العالمية المعنية بآداب السياحة](#) إعداد مبادئ توجيهية بشأن العديد من المواضيع على غرار التوصيات بشأن السياحة المتاحة للجميع والتوصيات بشأن إتاحة المعلومات في مجال السياحة؛ والتوصيات بشأن الإستهلاك المسؤول للتصنيفات والآراء في المنصات الرقمية (بالتعاون مع مواقع Yelp، TripAdvisor، وMinube). كما أطلقت لجنة آداب السياحة عام ٢٠١٦ [جائزة منظمة السياحة العالمية عن فئة آداب السياحة](#) كجزء من جوائز المنظمة القائمة أصلاً.

٣٦. علاوة على ذلك، شرعت منظمة السياحة العالمية في مبادرة رئيسية في ما يخص السياحة وآدابها ألا وهي: صياغة "الإتفاقية الإطارية لآداب السياحة" التي ستعرض على الدورة الثانية والعشرين للجمعية العامة لكي تنتظر فيها على أمل أن تقرّها (أنظر الوثيقة A/22/16).

٣٧. ولمناسبة الإحتفال بالسنة الدولية ٢٠١٧ للسياحة المستدامة في سبيل التنمية، قامت اللجنة العالمية المعنية بآداب السياحة بتنقيح وتحديث منشور "[نصائح للمسافر المسؤول](#)" لكي يعكس على نحو أفضل السلوكيات المتغيرة للسياح في العقد الفائت.

٣٨. وأخيراً وليس آخراً، ولغاية حزيران/يونيو ٢٠١٧، كانت ٥٢١ شركة ورابطةً سياحية من كافة أنحاء العالم قد وقّعت على [إلتزام القطاع الخاص بمدونة آداب السياحة](#)، ما يشكل إنجازاً غير مسبوق في القطاع. ويشمل الموقعون شركات من نحو ٧٠ دولة، بالإضافة إلى أربع رابطات إقليمية من أمريكا اللاتينية وأوروبا.

#### طاء. السياحة والقيم الاجتماعية

٣٩. يستمر عمل منظمة السياحة العالمية في مجال حماية الأطفال منذ عشرين عاماً، وذلك بشكل أساسي من خلال أنشطة [الشبكة السياحية العالمية المعنية بحماية الأطفال](#). وشغل الأمين العام منصب عضو في فرقة العمل الرفيعة المستوى المعنية بمكافحة الإستغلال الجنسي للأطفال في السياحة والسفر التي ترأسها الشبكة الدولية للقضاء على استغلال الأطفال في البغاء وفي إنتاج المواد الإباحية والاتجار بهم لأغراض جنسية (ECPAT). وساهمت منظمة السياحة العالمية عام ٢٠١٥ في [الدراسة العالمية](#) حول "وجه السياحة المتغير".

٤٠. وتعكف اللجنة العالمية المعنية بآداب السياحة حالياً على إعداد مجموعة من التوصيات بشأن التنمية المستدامة لسياحة الشعوب الأصلية بهدف تشجيع أصحاب المصلحة في القطاع السياحي على تطوير عملياتهم بطريقة مسؤولة ومستدامة، مع تمكين مجتمعات الشعوب الأصلية التي ترغب في الإنفتاح على السياحة من أن تدرك تمام الإدراك الفرص التي تنبجها.

#### ياء. السياحة المتاحة للجميع

٤١. تعمل منظمة السياحة العالمية على [تعميم إمكانية الوصول الشامل ضمن القطاع السياحي](#) عبر إنتاج سلسلة من أدوات التوعية والإرشاد تشمل في ما تشمل العديد من القرارات والإعلانات والتوصيات الرئيسية المعتمدة من قبل الجمعية العامة. كما قامت المنظمة مع شركائها بإصدار كتيبات تقنية هامة تستهدف إدارات السياحة الوطنية والمقاصد والشركات السياحية.

٤٢. واحتفالاً [ببوم السياحي العالمي ٢٠١٦](#) تحت عنوان "السياحة للجميع – تعزيز الوصول الشامل إلى السياحة"، قامت منظمة السياحة العالمية والشبكة الأوروبية للسياحة المتاحة للجميع، ومؤسسة ONCE الإسبانية للإدماج الاجتماعي للأشخاص ذوي الإعاقات بإصدار مجموعة من [الممارسات الحسنة في سلسلة التوريد الخاصة بالسياحة المتاحة للجميع](#).

٤٣. كما تعمل منظمة السياحة العالمية منذ العام ٢٠١٦ مع شركائها – مؤسسة ONCE الإسبانية والوكالة الإسبانية لتوحيد المعايير – مع المنظمة الدولية لتوحيد المقاييس (ISO) عبر لجنيتها التقنية ISO/TC228 "السياحة والخدمات ذات الصلة" من أجل تطوير معيار دولي بشأن السياحة المتاحة للجميع. ومنظمة السياحة العالمية هي الداعية لفريق عامل دولي (ISO/TC228 WG14 - [السياحة المتاحة للجميع](#)) يُنَاط به وضع هذا المعيار الشامل الذي سيتناول الجوانب الرئيسية لصنع السياسات والتخطيط الإستراتيجي، فضلاً عن تصميم البنية التحتية والمنتجات والخدمات ضمن سلسلة التوريد السياحية.

#### كاف. حماية السياح وحقوق وواجبات مقدّمي الخدمات السياحية

٤٤. إن النمو المتواصل للقطاع السياحي وإتجاهاته وتحدياته الراهنة، بما في ذلك تلك المتصلة بالأمن والأمان وتوسّع نماذج الأعمال الجديدة، إنّما يستدعي تكييف الإطار القانوني العالمي. وفي هذا الصدد، عملت منظمات السياحة العالمية بشكل متواصل على وضع إتفاقية دولية لحماية السياح وضمان الثقة في القطاع السياحي، وقد غدت هذه المبادرة حالياً في مرحلتها النهائية بفضل العمل الذي قام به فريق عامل نشط يتألف من أعضاء منظمة السياحة العالمية ومن منظمات دولية وأصحاب مصلحة آخرين معيّنين بالقطاع السياحي. وقد حُصّنت الوثيقة [A/22/10\(I\)\(c\)](#) لهذه الإتفاقية.

#### رابعاً. الإجراءات الواجب اتخاذها من قبل الجمعية العامة

٤٥. الجمعية العامة مدعوة إلى أن:

(أ) تحيط علماً بكافة الأنشطة الموجزة في هذا التقرير ومرفقاته؛



(ب) وتعترف بالجهود التي بذلتها الأمانة للإبلاغ على نطاق واسع عن عملها في تقارير مفصلة مرفوعة إلى المجلس التنفيذي واللجان الإقليمية، وكذلك من خلال التقارير السنوية لمنظمة السياحة العالمية وموقعها الإلكتروني واتصالاتها الدائمة؛

(ج) وتعترف بالمشاركة الجارية لمنظمة السياحة العالمية في العديد من الشبكات والآليات التابعة للأمم المتحدة بشأن قضايا جوهرية وتؤيد استمرارها، بما في ذلك مشاركتها في الهيئات الفرعية التابعة لمجلس الرؤساء التنفيذيين؛

(د) وتدعم أنشطة المنظمة وجهودها في مجال الدعوة إلى السياحة كمحرك للنمو الاقتصادي والتنمية، ولاسيما في إطار خطة التنمية المستدامة لعام ٢٠٣٠ وأهداف التنمية المستدامة السبعة عشر ومجموعة مؤشراتها الأولية المرتقبة؛

(هـ) وتعترف بالعمل المتواصل لمنظمة لسياحة العالمية بشأن برنامج السياحة المستدامة ضمن إطار السنوات العشر وبالمشاركة الفاعلة والدعم المقدم من الدول الأعضاء فرنسا، المغرب وجمهورية كوريا؛

(و) وتطلب إلى الأمين العام أن يرفع لها التقارير في دوراتها المقبلة عن مشاركة المنظمة في الآليات التنسيقية التابعة لمنظومة الأمم المتحدة والنشاطات ذات الصلة؛

(ز) وتعتمد كتوصيات التعاريف الواردة في التقرير الموحد للجنة السياحة والتنافسية والتي أقرها المجلس التنفيذي في دورته الثالثة بعد المئة (CE/DEC/7(CIII)) والسادسة بعد المئة على التوالي؛

(ح) وترحب مع التقدير بالمشاركة الناشطة لأعضاء لجنة السياحة والتنافسية وتعيد التأكيد على دعمها لأنشطة اللجنة؛

(ط) وتشجع أعضاء اللجنة على الإسهام في خطة عملها وتدعو أعضاء منظمة السياحة العالمية إلى تشاطر معارفهم وخبراتهم بشأن المسائل التي تناقشها اللجنة؛

(ي) وتقدر ما أنجز من عمل دؤوب وأبدى من تفان من جانب أعضاء لجنة الإحصاء وحساب السياحة الفرعي وداخل الفريق العامل المؤلف من الخبراء والمعني بقياس السياحة المستدامة، مما أسفر عن دعم الأمم المتحدة لوضع إطار إحصائي لقياس السياحة المستدامة؛

(ك) وتقترن نداء مانبلا للعمل من أجل قياس السياحة المستدامة الذي اعتُمد خلال "المؤتمر الدولي حول الإحصاءات السياحية: قياس السياحة المستدامة" الذي عُقد في مانبلا، الفلبين، من ٢١ إلى ٢٤ حزيران/يونيو ٢٠١٧، وتدعو كافة الدول الأعضاء في منظمة السياحة العالمية إلى الالتفاف حول هذه القضية المشتركة؛

(ل) وتزجي جزيل الشكر للفلبين على استضافتها الرائعة لهذا المؤتمر الهام وعلى رؤيتها وقيادتها الريادية في إطار مساعي قياس السياحة المستدامة؛

(م) وتشجع الأمين العام على تناول موضوع الإحصاءات، بما في ذلك مشروع قياس السياحة المستدامة، كأولوية استراتيجية للمنظمة بغية التمكن من أداء الولاية الممنوحة للمنظمة من الأمم المتحدة على أتم وجه وتلبية التطلعات العالمية في سياق مؤشرات أهداف التنمية المستدامة؛

(ن) وتقترن بالحاجة إلى حشد الموارد على نحو أكثر تنظيماً وترحب بتحليل التمويل الحالي للمنظمة والتبرعات المحتملة على النحو المبين في استراتيجية حشد الموارد؛

(س) وتقترن استراتيجية حشد الموارد وتلتزم بدعم جهود الأمانة الرامية إلى تعزيز التبرعات لبرنامج عمل منظمة السياحة العالمية.

## Annex I: UNWTO in the United Nations system

### Introduction

1. The World Tourism Organization (UNWTO) has continued forging strong links with the United Nations (UN) and its relevant entities and institutions, including but not limited to the UN General Assembly (UNGA) and its subsidiary bodies, the Economic and Social Council (ECOSOC) as well as various inter-agency mechanisms and networks. The overall aim is to ensure that tourism is recognized at the international level as a multidisciplinary sector, contributing to economic growth, sustainable development and poverty reduction.

2. Following the approval by the 21<sup>st</sup> Session of the General Assembly (Medellin, Colombia) in January 2017 the UNWTO officially opened its Geneva Liaison Office that is kindly hosted at the International Trade Centre (ITC), with which the UNWTO has a close relationship, both in institutional and technical terms. The UNWTO Liaison Office in Geneva (GVLO) represents the World Tourism Organization in Switzerland to the UN System, other International Organizations (IOs) and Diplomatic Missions, with the objective to providing policy advice to the Secretariat, contributing to UNWTO's ability to meet its mandate and priorities.

3. The present report provides a summary of the main activities, including those of UNWTO's New York and Geneva Liaison offices, with regard to the UN system since the 21<sup>st</sup> Session of the UNWTO GA held in Medellin, Colombia.

### A. Participating in UN system substantive issues and activities

4. UNWTO has continued to actively participate in relevant intergovernmental and inter-agency meetings and events held at UN Headquarters in New York, including the ongoing sessions of 71<sup>st</sup> session of the UN General Assembly (UNGA 71), which included, among others, meetings of the six UNGA Committees and UNGA Fifth Review of the UN Global Counter-Terrorism Strategy. UNWTO was also present at the 2016 High-Level Segment of ECOSOC; and numerous preparatory meetings of major international conferences as outlined below.

5. In the margins of the Third UN Conference on Human Settlement (HABITAT III) held in Quito, Ecuador, UNWTO organized together with the Ministry of Tourism of Ecuador de Turismo and CELTH Centre for Expertise – Leisure, Tourism & Hospitality a side event entitled Sustainable Tourism on the New Urban Agenda. The event was aimed at public authorities, urban planners, and interested stakeholders on the important role of placing sustainable tourism in the new urban agenda so as to ensure that cities, local citizens and stakeholders are prepared to adapt to the fast paradigm of change.

6. Within the framework of the “United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development” (also known as the “Oceans Conference”), UNWTO joined hands with several partners to successfully organize and support two side events. The first, co-led with UNDESA and World Bank and the support of some ten other Organizations, on “Blue Economy: Opportunities and Challenges”, while the other, joint organized with the European Commission and Necstour, entitled “EU Tourism Committed to Blue Growth”.

7. Among the numerous resolutions adopted during UNGA seventieth (70<sup>th</sup>) and seventy-first (71<sup>st</sup>) sessions, some seven resolutions have direct relevance to UNWTO and the tourism sector. These resolutions are as follows:



(a) Resolution 70/1 on “Transforming our world: the 2030 Agenda for Sustainable Development”, which constitutes a plan of action for people, planet and prosperity, while also seeking to strengthen universal peace. The framework agenda that includes 17 Sustainable Development Goals (SDGs) and 169 targets aims to stimulate action over the next 15 years (until 2030) in areas of critical importance for humanity and the planet and serves as a pledge by nation states that no one will be left behind. It is recalled that “Tourism” is included in targets under Goals 8, 12 and 14. [[A/RES/70/1](#)]

(b) Resolution 70/193 on the “International Year of Sustainable Tourism for Development, 2017” recognizes the importance of international tourism for development and in fostering better understanding among peoples everywhere. Furthermore, it recognizes the important role of sustainable tourism as a positive instrument towards the eradication of poverty, the protection of the environment, the improvement of quality of life and the economic empowerment of women and youth and its contribution to the three dimensions of sustainable development, especially in developing countries. [[A/RES/70/193](#)]

(c) Resolution 70/196 on “Sustainable tourism and sustainable development in Central America” notes that “all sustainable tourism in Central America is a cross-cutting issue with close linkages to other sectors, that it generates trade opportunities and is a fundamental pillar of regional integration and an engine of social and economic development, income, investment and hard currency, and that it can therefore contribute to the achievement of the Sustainable Development Goals”. [[A/RES/70/196](#)]

(d) Resolution 70/200 on “Global Code of Ethics for Tourism” follows the previous report and corresponding resolution on the same topic which was submitted 2010 to the sixty-fifth (65<sup>th</sup>) session of the UNGA. The resolution acknowledges growing interest among Member States, especially among the States and territories members of UNWTO, and their increasing institutional and legal commitment towards the implementation of the Global Code of Ethics for Tourism and encourages relevant stakeholders to continue to promote and disseminate the Global Code and to monitor the implementation of the ethical principles related to tourism by both the public and private sectors. [[A/RES/70/200](#)]

(e) Resolution 71/234 on “Sustainable Mountain Development” notes the contribution of sustainable tourism initiatives in mountain regions as a way to enhance environmental protection and generate socioeconomic benefits for local communities, including opportunities for productive employment, economic growth and the promotion of local culture and products. [[A/RES/71/234](#)]

(f) Resolution 71/240 on “Promotion of Sustainable Tourism, including ecotourism, for poverty eradication and environment protection” emphasizes that sustainable tourism, including ecotourism, can contribute to sustainable development, in particular to the conservation and sustainable use of biodiversity and natural resources, and can improve the wellbeing of indigenous peoples and local communities [[A/RES/71/240](#)], and

(g) Resolution 71/256 on the “New Urban Agenda” acknowledges that “to fully harness the potential of sustainable urban development, transformative commitments” must be made “through an urban paradigm shift grounded in the integrated and indivisible dimensions of sustainable development: social, economic and environmental”. [[A/RES/71/256](#)].

8. UNWTO has strengthened its relationship with the United Nations Conference on Trade and Development (UNCTAD) by signing a joint Memorandum of Understanding in July 2016, which provides a framework of cooperation and help facilitate collaboration between both Organizations, by bringing

together their respective expertise in tourism and international trade and development. UNWTO also contributed through the participation of its representative in UNCTAD XIV, at their Global Services Forum in Nairobi, Kenya and supported in July 2017 the promotion and launch of their recent publication entitled “Economic Development in Africa Report 2017: Tourism for Transformative and Inclusive Growth” in Madrid.

9. The Spanish Ministry of Foreign Affairs and Cooperation (MEAC) has officially appointed the UNWTO Secretary-General as Dean of International Organizations in Spain. Following the decision, a meeting with all International Organizations was held in at UNWTO Headquarters in October 2016. In addition, UNWTO and the 13 members of the UN offices represented in Spain came together in January 2017 to organize a seminar to review the outcomes of HABITAT III and assess the opportunities and potential implications on Spanish national and local stakeholders.

## B. Participating in UN meetings

10. In February 2017, UNWTO was represented at the International Labour Organization (ILO) Meeting of Experts to adopt the “Guidelines on decent work and socially responsible tourism”. The main focus of the meeting was to agree upon a draft set of guidelines designed to support ILO constituents and other stakeholders engaged in the design and implementation of interventions on the promotion of decent work and full and productive employment in the tourism sector with a view to enhancing its sustainability and contributing to the achievement of the SDGs.

11. With the presence of UNWTO, an UNAOC Group of Friends Meeting was held in New York, in July 2016, to discuss the outcome and the follow-up of its 7<sup>th</sup> Global Forum, which was hosted by Azerbaijan in Baku, in April 2016 and again in May 2017. Among the major outcomes of the event was the Baku Declaration, which was informally negotiated earlier in New York and included two paragraphs on sustainable tourism.

12. UNWTO participated in the 47<sup>th</sup> and 48<sup>th</sup> sessions of the United Nations Statistical Commission (UNSC) at UN Headquarters (New York, March 2016 and March 2017). The UNSC is the highest body in global statistics. At its 48<sup>th</sup> Session, the UNSC discussed the [Report of the World Tourism Organization on Tourism Statistics](#) presented by UNWTO. Countries highlighted as priorities: (a) the development of a Statistical Framework for Measuring Sustainable Tourism (MST), including development of a Technical Note on linking TSA and SEEA (environmental accounts); (b) the development of a TSA Compilation Guide; (c) further the work on SDG indicators related to sustainable tourism; and (d) the need for capacity building for measuring sustainable tourism, notably in compiling TSA, as stressed by developing countries in particular.

13. On occasion of the UNSC 4<sup>th</sup> session and in the framework of the IY2017, UNWTO organized jointly with the UN Statistics Division the side event “[Accounting and Statistics for Sustainable Tourism](#)” to present the work on the Measuring Sustainable Tourism (MST) project and showcase progress by country pilot studies (Austria, Canada, Fiji, the Philippines).

14. The Measuring Sustainable Tourism (MST) project, led by UNWTO and launched together with the UN Statistics Division, was also presented at the 11<sup>th</sup> and the 12<sup>th</sup> Meetings of the UN Committee for Environmental Economic Accounting (UNCEEAA) held at UN Headquarters (New York, June 2016 and June 2017). UNWTO contributed to the 5<sup>th</sup> Meeting of the Inter-agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs) held in March 2017 in Ottawa, Canada, with a statement from the UNWTO Committee on Statistics and TSA and brief presentation on the current challenges and proposals for the tourism related SDG indicators.

15. The Sustainable Tourism Programme of the United Nations 10-Year Framework of Programmes on Sustainable Consumption and Production (10YFP) is led by UNWTO together with the governments of France, Morocco and the Republic of Korea as Co-leads and in collaboration with the 10YFP Secretariat at UN Environment. Since its launch in November 2014, the 10YFP Sustainable Tourism Programme has served as a collaborative platform facilitating and scaling up existing initiatives and partnerships, and initiating new projects (three catalytic projects were launched in 2016 in Peru, Fiji and Samoa, and South Africa) to accelerate the shift towards more sustainable consumption and production patterns in the tourism sector as well as to promote tourism an agent of change. In 2017, forty seven members of the 10YFP Sustainable Tourism Programme network reported over 135 initiatives implemented in 2016 to advance the objectives of the programme. The value of these Portfolio activities was USD 12 million. The results of the reporting exercise were integrated into the overall report on 10YFP submitted by the UN Environment (E/2017/63) on 1 May 2017 to the High Level Political Forum on sustainable development, under the Economic and Social Council for discussion at its upcoming 2017 Session. Overall, the 10YFP Sustainable Tourism Programme network comprises now over 120 organizations (governments, private sector, academia and civil society) and new partners are accepted on a continuous basis.

16. Since September 2015, ITC and UNWTO have entered a [formal strategic partnership](#) to aggregate the two organizations' resources and competencies and to share perspectives in the process of rethinking a joint approach to Aid for Trade (AfT) in tourism. The partnership also aims at having a more integrated and innovative approach of tourism development for inclusive growth, leading to the achievement of all dimensions of sustainable development for developed countries. ITC and UNWTO also work with the WTO and other leading agencies through the [UN Steering Committee on Tourism for Development \(SCTD\)](#), a cluster approach to 'Delivering as One for Tourism'. The partnership brings together ten UN agencies committed to mainstreaming tourism in the global trade and development agenda.

### C. CEB and its subsidiary structure working groups

17. The regular sessions of the CEB (Chief Executives Board for Coordination), HLCP (High-level Committee on Programmes) and HLCM (High-level Committee on Management) sessions included the participation of UNWTO, while the work of the UN Development Group (UNDG) was followed remotely. The new Secretary-General, Mr. Antonio Guterres, shared his vision for the coming years and ushered a new reform for the UN system with a special focus on "frontier issues" and reforming the United Nations Development system in order to increase efficiency. Supported by its three pillars, HLCP, HLCM and UNDG, the CEB entrusted each pillar the task to produce one set of principles, across policy, operational and administrative aspects of the UN system's work, to guide the system's support to the implementation of the 2030 Agenda and its 17 SDGs in an integrated way.

18. In relation to HLCM meetings and sub-networks, among other issues, UNWTO follows the UN debate concerning the duty of care of its staff and the delivering-as-one approach, including discussions on valuation and handling of after service health insurance (ASHI) and implementation of International Public Sector Accounting Standards (IPSAS), in particular as regards to the follow up to be made on controlled entities. Furthermore, the Organization continues to follow the evolution of HR policies in the UN, in particular the implementation of the revised compensation package.

## Annex II: Consolidated reports of the Technical Committees

### A. Committee on Tourism and Competitiveness (CTC)

#### I. Outputs:

1. During the period 2015-2017, the Committee has focused on i) prioritizing a list of tourism types *for operational definitions* to achieve a harmonized conceptual approach which helps the destinations enhance their competitiveness in practical terms and ii) outlining the potential lines of action regarding the draft list of quantitative and qualitative factors for *destination competitiveness* and initiating the process for producing the technical reports/position papers on prioritized factors at this stage.

2. During its previous term 2013-2015, the CTC Members elaborated (by consensus) the following definitions/concepts which were endorsed by the 103<sup>rd</sup> Executive Council held in Malaga, Spain, on 9-11 May 2016 (CE/DEC/7(CIII)). These definitions are submitted to the 22<sup>nd</sup> Session of the General Assembly for adoption:

#### (a) Tourism Destination:

**A Tourism Destination** is a physical space with or without administrative and/or analytical boundaries in which a visitor can spend an overnight. It is the cluster (co-location) of products and services, and of activities and experiences along the tourism value chain and a basic unit of analysis of tourism. A destination incorporates various stakeholders and can network to form larger destinations. It is also intangible with its image and identity which may influence its market competitiveness.

#### (b) Destination Management / Marketing Organization:

**A Destination Management/Marketing Organization (DMO)** is the leading organizational entity which may encompass the various authorities, stakeholders and professionals and facilitates tourism sector partnerships towards a collective destination vision. The governance structures of DMOs vary from a single public authority to a public/private partnership model with the key role of initiating, coordinating and managing certain activities such as implementation of tourism policies, strategic planning, product development, promotion and marketing and convention bureau activities.

*The functions of the DMOs may vary from national to regional and local levels depending on the current and potential needs as well as on the decentralization level of public administration. Not every tourism destination has a DMO.*

#### (c) Tourism Product:

**A Tourism Product** is a combination of tangible and intangible elements, such as natural, cultural and man-made resources, attractions, facilities, services and activities around a specific center of interest which represents the core of the destination marketing mix and creates an overall visitor experience including emotional aspects for the potential customers. A tourism product is priced and sold through distribution channels and it has a life-cycle.

**(d) Tourism Value Chain:**

**Tourism Value Chain** is the sequence of primary and support activities which are strategically fundamental for the performance of the tourism sector. Linked processes such as policy making and integrated planning, product development and packaging, promotion and marketing, distribution and sales and destination operations and services are the key primary activities of the tourism value chain.

*Support activities involve transport and infrastructure, human resource development, technology and systems development and other complementary goods and services which may not be related to core tourism businesses but have a high impact on the value of tourism.*

**(e) Quality of a Tourism Destination:**

**Quality of a Tourism Destination** is the result of a process which implies the satisfaction of all tourism product and service needs, requirements and expectations of the consumer at an acceptable price, in conformity with mutually accepted contractual conditions and the implicit underlying factors such as safety and security, hygiene, accessibility, communication, infrastructure and public amenities and services. It also involves aspects of ethics, transparency and respect towards the human, natural and cultural environment.

*Quality, as one of the key drivers of tourism competitiveness, is also a professional tool for organizational, operational and perception purposes for tourism suppliers.*

**(f) Innovation in Tourism:**

**Innovation in Tourism** is the introduction of a new or improved component which intends to bring tangible and intangible benefits to tourism stakeholders and the local community, improve the value of the tourism experience and the core competencies of the tourism sector and hence enhance tourism competitiveness and /or sustainability. Innovation in tourism may cover potential areas, such as tourism destinations, tourism products, technology, processes, organizations and business models, skills, architecture, services, tools and/or practices for management, marketing, communication, operation, quality assurance and pricing.

**(g) Competitiveness of a Tourism Destination:**

**The Competitiveness of a Tourism Destination** is the ability of the destination to use its natural, cultural, human, man-made and capital resources efficiently to develop and deliver quality, innovative, ethical and attractive tourism products and services in order to achieve a sustainable growth within its overall vision and strategic goals, increase the added value of the tourism sector, improve and diversify its market components and optimize its attractiveness and benefits both for visitors and the local community in a sustainable perspective.

3. Considering the same approach and in fulfillment of its mandate received from the 103<sup>rd</sup> Executive Council, the Committee prioritized some selected tourism types and elaborated (by consensus) the following definitions which have been endorsed by the 106<sup>th</sup> Executive Council. These definitions are submitted to the 22<sup>nd</sup> Session of the General Assembly for adoption:

**(a) Cultural Tourism:**

**Cultural tourism** is a type of tourism activity in which the visitor's essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination.

*These attractions/products relate to a set of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and the living cultures with their lifestyles, value systems, beliefs and traditions.*

**(b) Ecotourism:**

**Ecotourism** is a type of nature-based tourism activity in which the visitor's essential motivation is to observe, learn, discover, experience and appreciate biological and cultural diversity with a responsible attitude to protect the integrity of the ecosystem and enhance the well-being of the local community.

*Ecotourism increases awareness towards the conservation of biodiversity, natural environment and cultural assets both among locals and the visitors and requires special management processes to minimize the negative impact on the ecosystem.*

**(c) Rural Tourism:**

**Rural Tourism** is a type of tourism activity in which the visitor's experience is related to a wide range of products generally linked to nature-based activities, agriculture, rural lifestyle / culture, angling and sightseeing.

*Rural Tourism activities take place in non-urban (rural) areas with the following characteristics: i) low population density, ii) landscape and land-use dominated by agriculture and forestry and iii) traditional social structure and lifestyle.*

**(d) Adventure Tourism:**

**Adventure Tourism** is a type of tourism which usually takes place in destinations with specific geographic features and landscape and tends to be associated with a physical activity, cultural exchange, interaction and engagement with nature. This experience may involve some kind of real or perceived risk and may require significant physical and/or mental effort.



*Adventure Tourism generally includes outdoor activities such as mountaineering, trekking, bungee jumping, rock climbing, rafting, canoeing, kayaking, canyoning mountain biking, bushwalking, scuba diving. Likewise, some indoor adventure tourism activities may also be practiced.*

**(e) Health Tourism:**

**Health Tourism** covers those types of tourism which have as a primary motivation, the contribution to physical, mental and/or spiritual health through medical and wellness-based activities which increase the capacity of individuals to satisfy their own needs and function better as individuals in their environment and society.

*Health Tourism is the umbrella term for the subtypes: Wellness Tourism and Medical Tourism.*

**(f) Wellness Tourism:**

**Wellness Tourism** is a type of tourism activity which aims to improve and balance all of the main domains of human life including physical, mental, emotional, occupational, intellectual and spiritual. The primary motivation for the wellness tourist is to engage in preventive, proactive, lifestyle-enhancing activities such as fitness, healthy eating, relaxation, pampering and healing treatments.

**(g) Medical Tourism:**

**Medical Tourism** is a type of tourism activity which involves the use of evidence-based medical healing resources and services (both invasive and non-invasive). This may include diagnosis, treatment, cure, prevention and rehabilitation.

**(h) Business Tourism (related to the Meetings Industry):**

**Business Tourism** is a type of tourism activity in which visitors travel for a specific professional and/or business purpose to a place outside their workplace and residence with the aim of attending a meeting, an activity or an event. The key components of business tourism are meetings, incentives, conventions and exhibitions.

*The term "Meetings Industry" within the context of business tourism recognizes the industrial nature of such activities. Business tourism can be combined with any other tourism type during the same trip.*

**(i) Gastronomy Tourism:**

**Gastronomy Tourism** is a type of tourism activity which is characterized by the visitor's experience linked with food and related products and activities while travelling. Along with authentic, traditional,

and/or innovative culinary experiences, Gastronomy Tourism may also involve other related activities such as visiting the local producers, participating in food festivals and attending cooking classes.

**Eno-tourism (Wine Tourism)**, as a sub-type of Gastronomy Tourism, refers to tourism whose purpose is visiting vineyards, wineries, tasting, consuming and/or purchasing wine, often at or near the source.

**(j) Coastal, Maritime and Inland Water Tourism:**

**Coastal Tourism** refers to land-based tourism activities such as swimming, surfing, sunbathing and other coastal leisure, recreation and sports activities which take place on the shore of a sea, lake or river.

*Proximity to the coast is also a condition for services and facilities that support coastal tourism.*

**Maritime Tourism** refers to sea-based activities such as cruising, yachting, boating and nautical sports and includes their respective land-based services and infrastructure.

**Inland Water Tourism** refers to tourism activities such as cruising, yachting, boating and nautical sports which take place in aquatic-influenced environments located within land boundaries and include lakes, rivers, ponds, streams, groundwater, springs, cave waters and others traditionally grouped as inland wetlands.

**(k) Urban/City Tourism:**

**Urban/City Tourism** is a type of tourism activity which takes place in an urban space with its inherent attributes characterized by non-agricultural based economy such as administration, manufacturing, trade and services and by being nodal points of transport. Urban/city destinations offer a broad and heterogeneous range of cultural, architectural, technological, social and natural experiences and products for leisure and business.

**(l) Mountain Tourism:**

**Mountain Tourism** is a type of tourism activity which takes place in a defined and limited geographical space such as hills or mountains with distinctive characteristics and attributes that are inherent to a specific landscape, topography, climate, biodiversity (flora and fauna) and local community. It encompasses a broad range of outdoor leisure and sports activities.

**(m) Education Tourism:**

**Education Tourism** covers those types of tourism which have as a primary motivation the tourist's engagement and experience in learning, self-improvement, intellectual growth and skills development.

Education Tourism represents a broad range of products and services related to academic studies, skill enhancement holidays, school trips, sports training, career development courses and language courses, among others.

**(n) Sports Tourism:**

**Sports Tourism** is a type of tourism activity which refers to the travel experience of the tourist who either observes as a spectator or actively participates in a sporting event generally involving commercial and non-commercial activities of a competitive nature.

4. The above listed definitions provide UNWTO Members and other tourism stakeholders with a comprehensive, concise, operational, brief, applicable and globally relevant conceptual framework on some selected tourism types to set the scene and contribute to establish a common ground for a harmonized understanding.

5. The CTC will continue to elaborate on more definitions which are relevant to the tourism sector and its value chain with the aim of assisting the destinations to measure, benchmark and label.

6. The UNWTO Secretariat drafted a provisional list of relevant quantitative and qualitative factors which identify the competitiveness of tourism destinations with the objective of assisting the Members in their research and policy-making process.

7. The draft list of factors was submitted for information to the 105<sup>th</sup> Session of the Executive Council held on 10-12 May 2017 in Madrid, Spain (CE/105/5(a), Annex I Report of the Committee on Tourism and Competitiveness). The following list does not indicate any ranking in terms of the predominance of factors:

<b><i>Factors related to governance, management and the market dynamics</i></b>	<b><i>Factors related to destination appeal, attractors, products and supply</i></b>
<ul style="list-style-type: none"> <li>i. Sustainable tourism policy and regulations,</li> <li>ii. Strategic planning,</li> <li>iii. Public Private Partnership + vertical cooperation i.e. national-regional-local levels,</li> <li>iv. Governance structure,</li> <li>v. Safety and security,</li> <li>vi. Hygiene and health facilities,</li> <li>vii. Investment and entrepreneurship policy, and the business environment,</li> <li>viii. Promotion strategies and tools,</li> <li>ix. Economic impact,</li> <li>x. Entry visa facilitation,</li> <li>xi. Labour productivity in tourism services and human resources development,</li> <li>xii. Budget allocated to support the tourism sector,</li> <li>xiii. Volume of accommodation facilities + related and supportive facilities,</li> <li>xiv. Demand trends and patterns (number of visitors, length of</li> </ul>	<ul style="list-style-type: none"> <li>i. Geographical location and connectivity,</li> <li>ii. Natural resources,</li> <li>iii. Cultural resources (tangible, intangible),</li> <li>iv. Public and private amenities,</li> <li>v. Infrastructure,</li> <li>vi. Quality,</li> <li>vii. Local community awareness, hospitality,</li> <li>viii. Authenticity,</li> <li>ix. Seasonality,</li> <li>x. Ethical and responsible tourism products and services,</li> <li>xi. Destination image,</li> <li>xii. Destination brand,</li> <li>xiii. Positioning in the domestic market,</li> <li>xiv. Positioning in the international market,</li> <li>xv. Innovative products and services,</li> <li>xvi. Price competitiveness,</li> <li>xvii. Others</li> </ul>

stay, tourism revenues, tourism expenditure, seasonality, etc.) xv. Use of information technologies, xvi. Knowledge management and research, xvii. Capacity for innovation in tourism, xviii. Accessibility for all xix. Political and economic stability xx. Others	
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8. The CTC will keep on improving the list of quantitative and qualitative factors for destination competitiveness for further research.

9. Based on the consensus reached by the CTC Members, the Committee agreed on several lines of action for different factors, namely: i) draft an operational definition, or ii) draft a position paper / technical report (to be published), or iii) compile the information and data from the already existing available sources.

10. The objective is to provide tourism stakeholders with a conceptual and comprehensive framework for a clear understanding of the factors that explain competitiveness at the destination level which may be translated into guidelines to measure competitiveness.

## II. Work Programme and Future Action:

11. Following the recommendations of the Chair (Peru), during the upcoming work period (2018-19) the CTC will work on developing technical guidelines to measure “tourism destination competitiveness”. This initiative mainly focuses on the essential guidelines which will assist UNWTO Members in their efforts to measure the competitiveness factors that they consider relevant to their needs. The guidelines will facilitate a methodology to evaluate the quantitative and qualitative factors at destination level without having the objective of making a ranking.

12. The Committee will draft technical reports and / or position papers on some of the selected factors for “tourism destination competitiveness”.

13. The CTC will continue working on harmonizing concepts and definitions related to “tourism destination competitiveness”.

## III. Meetings of the CTC:

- 1) 1<sup>st</sup> Meeting: 25 August, 2013, Victoria Falls, Zambia /Zimbabwe (General Assembly)
- 2) 1<sup>st</sup> Virtual Meeting: 27 March, 2014
- 3) 2<sup>nd</sup> Virtual Meeting: 3 July, 2014
- 4) 3<sup>rd</sup> Virtual Meeting: 22 October, 2014
- 5) 2<sup>nd</sup> Meeting: 28 January, 2015, Madrid, Spain
- 6) 3<sup>rd</sup> Meeting: 13 September, 2015, Medellin, Colombia (General Assembly)
- 7) 4<sup>th</sup> Meeting: 22 January, 2016, Madrid, Spain

- 8) 4<sup>th</sup> Virtual Meeting: 21 April, 2016
- 9) 5<sup>th</sup> Meeting: 20 January, 2017, Madrid, Spain
- 10) 5<sup>th</sup> Virtual Meeting: 2 March, 2017
- 11) 6<sup>th</sup> Meeting: 11 September, 2017, Chengdu, China (General Assembly)

## **B. Committee on Tourism and Sustainability (CTS)**

### **Composition 2015 – 2019**

#### Full members:

- Africa: Morocco, Senegal
- Americas: Colombia (Acting Chair), Honduras, Asia and the Pacific: Bhutan, China
- Asia and the Pacific: Bhutan, China
- Europe: Lithuania, Montenegro
- Middle East: Oman

#### Representative of the Associate Members:

- Puerto Rico (2017)

#### Representatives of the Affiliate Members:

- Instituto para la Calidad Turística Consolidated Tourism and Investments Consultants Limited (CTICO), Jamaica, (2017)
- International Youth Hostel Federation (IYHF) Hostelling International, UK, (2017)

#### Observers:

- Brazil
- Chile

### **Outputs and follow up**

- Validation of the Secretariat's report on the promotion of the sustainable tourism, including ecotourism for poverty eradication and environment protection prepared by the Secretariat in response to UN Resolution 69/223.
- Participation in the discussions of the Open Consultation Meeting on Advancing the Measurement of Sustainable Tourism Development and validation of the Rules for the Operation and Management of Observatories.
- Stressing the vital importance of regular and timely measurement of tourism performance and of data monitoring and analysis as the foundation for policy development.
- Validation of the ongoing research on the inclusion of sustainable consumption and production patterns (SCP) into national tourism planning.

### **Meetings**

1. Teleconference: 6th meeting, 1 March 2016
2. Teleconference: 7th meeting, 24 June 2016
3. Public meeting on the Occasion of the Official Opening of the International Year of Sustainable Tourism for Development, 8th meeting, Madrid, 18 January 2017
4. Teleconference: 9th meeting, 7 June 2017

## C. Committee on Statistics and Tourism Satellite Account (CSTSA)

### Composition 2015 – 2019

Chairs Austria (2016-2017), Spain\* (2018-2019)

Vice-Chair Georgia

### Members

Austria

Brazil\*

Chile

France\*

Georgia

India

Mozambique

Peru

Philippines

Saudi Arabia

South Africa

Spain\*

\* Ex officio Member

### Representative of the Associate Members

Macao, China (2017)

### Representative of the Affiliate Members

Chairman of the Affiliate Members Board (2017)

Consolidated Tourism and Investment Consultants Limited (CTICO), Jamaica

The Committee is a subsidiary advisory body of the Executive Council. As such, it contributes to the fulfilment of the Agreement signed with the United Nations whereby UNWTO became a UN specialized agency (Art. 13):

*The World Tourism Organization recognizes that the United Nations is the central agency for the collection, analysis, publication, standardization and improvement of tourism statistics serving the general purposes of international organizations.*

*The United Nations recognizes UNWTO as the appropriate organization to collect, to analyze, to publish, to standardize and to improve the statistics of tourism, and to promote the integration of these statistics within the sphere of the United Nations system.*

### Outputs and follow up

In the past two years, the main activities of the Committee on Statistics and Tourism Satellite Account have been related to the launching and development of the Measuring Sustainable Tourism (MST) project. The objective is to develop an international statistical framework for measuring tourism's role in sustainable development. The resulting Statistical Framework for Measuring Sustainable Tourism (MST



Framework) aims to extend the current statistical frameworks beyond their economic focus, to incorporate environmental and social dimensions and at relevant spatial levels: global, national and sub-national. Under the wide umbrella of the MST project, the Committee has achieved the following:

- Build worldwide engagement and agreement around the importance of advancing towards the MST Framework. The UN Statistical Commission strongly supported the development of the MST Framework as a priority to support more integrated policy in the context of the Sustainable Development Goals (SDGs) and in response to requests from Member States and various stakeholders. In addition, around 1,000 participants of the 6th International Conference on Tourism Statistics: Measuring Sustainable Tourism (21-24 June 2017, Manila, the Philippines) among which Ministers, Chief Statisticians, private sector and key decision makers from international organizations united political commitment and gathered technical expertise to call for the development and implementation of the Statistical Framework for Measuring Sustainable Tourism (more information available in Annex IV);
- Launch the Working Group of Experts on Measuring Sustainable Tourism jointly with the UN Statistics Division. This Group reports to both the UNWTO Committee on Statistics and TSA and the UN Committee of Experts on Environmental-Economic Accounting. The Working Group has agreed on a research agenda to structure developments towards the MST Framework, and produced several working papers expanding research on a variety of aspects of measurement challenges, including measurement at subnational level;
- Initiate 6 country pilot studies to contribute to the design and testing of the statistical framework for relevance and feasibility;
- Develop the first draft of the MST Framework presented at the 6th International Conference on Tourism Statistics;
- Develop a Technical Note on linking two UN standards: the Tourism Satellite Account and the System of Environmental-Economic Accounting and report to the UN Committee of Experts on Environmental-Economic Accounting (UNCEEAA);
- Interaction with the Inter-agency and Expert Group on SDG (IAEG-SDG) for the development of the SDG indicators related to tourism. This includes contribution of a statement from the Committee and a presentation to the IAEG-SDG 5<sup>th</sup> meeting in Ottawa, Canada.

### Meetings

16<sup>th</sup> meeting held on 26-27 January 2016 in Tbilisi, Georgia.

17<sup>th</sup> meeting held on 24-25 January 2017 in Madrid, Spain.

### Reports presented to EC:

- CE/103/5 – Annex III
- CE/105/5(a) – Annex III

## Annex III: UNWTO on the ground

### A. Technical cooperation

#### **INTRODUCTORY NOTE**

One of the fundamental pillars of UNWTO's programme of work is the provision of technical assistance to develop and promote the tourism industry as an engine for socio-economic growth and poverty alleviation through the creation of livelihoods. As a specialized agency of the United Nations, UNWTO provides its technical assistance to Member States in developing their tourism sectors to be competitive while at the same time to promote the creation of sustainable livelihoods, combat poverty, and to preserve and protect cultural and natural heritage.

During 2016 and 2017 to date (June 2017), the UNWTO Programme for Technical Cooperation and Services (TECO) undertook the following activities:

- Implementation of 44 tourism development projects. Of these, 19 projects were projects which continued from the previous Programme of Work (2014-2015), 21 new projects were established in 2016 and 4 new projects have begun in 2017 while several others in different stages of negotiation.
- ALL 44 projects are funded through extra-budgetary resources and a total of approximately USD 1,100,000 and EUR 1,200,000 were raised through extra-budgetary resources in 2016-2017.
- As part of its Regular Budget which has had a reduced allotment in 2016/2017 of EUR 54,000, TECO financed and implemented, in collaboration with UNWTO Regional Programmes, several needs assessment technical assistance missions. A total of 25 missions were implemented between 2016-2017.
- Africa continues to be the main beneficiary of UNWTO technical assistance with 31 projects and missions, followed by Asia with 14, Americas with 10, Middle East with 8 and Europe with 4.
- In terms of topics of technical assistance, tourism statistics, master planning, hotel classification, ecotourism, human resource development/training, and destination development continue to be in high demand.
- In terms of donors, during 2016-2017, TECO continued to collaborate with traditional partners such as National Governments (Andorra, Botswana, Honduras, Macedonia, Paraguay, Romania, Seychelles and UAE); UNDP (Morocco, Republic of Congo), ST-EP Foundation; Flemish Government (Mozambique) and Europa Mundo (Gambia).
- However, most importantly, the donor base expanded to include new partners such as the Inter-American Development Bank (Haiti); ITC (Myanmar), World Bank (Republic of Congo), German Development Bank (Botswana), Regional Governments (Shandong Province, China); Korea Tourism Organization.

- In terms of regional partnerships, TECO continued with ongoing partnerships with RETOSA (Regional Tourism Organization for Southern Africa); and built new partnerships with SITCA (Sistema de Integración Turística Centroamericana) and the GCC (Gulf Cooperation Council). Regional activities provide an opportunity to deliver technical assistance to a group of countries which share regional concerns and opportunities. Collaborating with regional organizations encourages the optimization of human and financial resources of both organizations working towards a common goal with common Members.
- Finally, another major development in TECO was the launch of its newsletter – three editions have been prepared to date (2 in 2016 and 1 in 2017).

#### Country: Andorra

**Project Title:** Development of a Hotel Classification System

**Duration:** July 2016 – February 2017

**Objectives:** As a follow up to its new Law on Tourism Accommodation, the Government of Andorra intends to review and update its classification criteria for a variety of tourism accommodation establishments including hotels, apartment-hotels, homestays, etc. UNWTO undertook a detailed review of the criteria and updated them according to international best practices, with particular emphasis on the EU practices. As an innovative practice, and to ensure ongoing competitiveness and commitment to quality services, proposals were made on how to include online reviews as part of the evaluation and scoring for hotel classification.

**Results achieved:**

- First draft of the revised criteria submitted to the Government for their review and approval.
- Consultative process comprising a series of Focus Groups established per type of accommodation category to review and approve revised criteria.
- Revise criteria based on comments received by Government and private sector represented in the Focus Groups.
- Submit to Government, for their review and approval, a proposal for the inclusion of online reviews in the scoring and evaluation of hotel classification.
- Final criteria submitted to Government and approved.

#### Country: Aruba

**Project Title:** Development of a System of Tourism Statistics and Tourism Satellite Account

**Duration:** December 2014 – December 2016

**Objectives:** With the support of the Foundation Fondo Desaroyo Aruba, UNWTO provided its technical assistance to the Central Bureau of Statistics (CBS) of the Ministry of Economic Affairs, Communication, Energy and Environment for the development of a System of Tourism Statistics (STS) with a view to establish a Tourism Satellite Account (TSA). Tourism is one of the major economic activities in Aruba. In particular, the project focussed on:

1. The strengthening of the System of Tourism Statistics (STS) with a view to enhancing the range of available statistical information for the period 2006-2013.

2. The delivery of training and capacity building for CBS statisticians and other specialists as well as for the institution as a whole in each of the technical issues that are required for the development of a TSA.
3. The implementation of activities to improve the capacity of the STS in order to prepare new statistical compilations with particular emphasis on updating National Accounts with more demand and supply side data.

**Results achieved:**

- The project has been completed in terms of strengthening the STS and capacity building of CBS statisticians and other specialists in TSA development and compilation.
- However, due to a delay in production of national accounts, it was not possible to calculate the TSA for the reference year in question.
- As a result, it has been decided to extend the project to 2017 to include two additional missions which will calculate the TSA and organize a national seminar to officially present the TSA.

**Country: Bahamas**

**Mission Title:** Review of the Bahamas Building Code

**Duration:** December 2016

**Objectives:** To enhance the Bahamas Building Code in the following areas: energy efficiency (how buildings are designed); sustainability (including long term lifecycle of buildings); renewable energy (solar, hydro, wind, etc.); and climate change (design for flooding from sea level rise; stronger and more frequent hurricanes; address the increased costs of construction that may result from mitigating the effects of greater storm surges).

**Results achieved:**

- Research: reviewed initiatives that make reference to the Bahamas Building Code, as well as reports on sustainability and energy efficiency for The Bahamas.
- Consultation: interviews and meetings conducted with key stakeholders to ascertain ideas about code amendment possibilities and to learn about cultural, architectural and environmental particularities of The Bahamas.
- Feedback: reviewed preliminary findings with stakeholders for further input and process refining.
- Recommendation: identified which of the two options (complete code overhaul or addendum to the code) would be the best solution for the Bahamian built environment and drafted Final Report with final recommendations for the Bahamas Building Code.

**Country: Bhutan**

**Mission Title:** Rapid Carrying Capacity Assessment

**Duration:** November 2016

**Objectives:** To carry out a rapid carrying capacity assessment for one specific tourist site and one larger tourist destination in Bhutan, and to develop a concept proposal for a long term project on undertaking carrying capacity studies in the country and preparing site management plans for key tourist attractions.

**Results achieved:**

- A rapid assessment of the carrying capacity for Taktsang Monastery and Paro Valley was carried out, based on which recommendations were made for improved site and destination management. The final report was presented to the Tourism Council of Bhutan and included concept proposals for in-depth carrying capacity studies and site management projects.

**Country: Bosnia and Herzegovina****Project Title:** Adventure Park of Children in Nature**Duration:** May – November 2016**Objectives:** To create preconditions for further tourism development in Jahorina, expanding the tourist season to all-year round, strengthening of local communities through tourism and increase economic opportunities and income.

Currently, the Olympic Centre of Jahorina is primarily concentrated on the winter season, with more than 4500 beds available in hotels and private accommodation units, 20 km of constructed slopes, and ski lift capacities exceeding 10.000 skiers per hour. Consequently, Jahorina suffers from the seasonality effect, with the level of occupancy in non-winter periods on the negligible level. Development of tourist infrastructure for non-winter periods is identified as one of the strategic directions in the near future, with special tourism forms in main focus. Adventure park facilities, which are the subject of this project, will increase attractiveness of Jahorina in non-winter periods, for specific target group of visitors such as families travelling with children.

**Results achieved:**

- Mapping of potential areas and surfaces for setting up of the Adventure park in Jahorina
- Creation of the construction plan with specification of works for Adventure park in Jahorina
- Preparatory activities related to the process of public procurement by the Law of Bosnia and Herzegovina for construction works service and equipment for adventure children park
- Company for the construction of the Adventure Park selected through a bidding process
- Installation of tubing track, conveyor belt (30m), and entrance ramp
- Test run of the tubing facility was conducted at the end of November 2016 in conjunction with the final Project Steering Committee meeting which UNWTO participated in to evaluate the progress of project activities.
- The grand opening of the Adventure Park was held mid-December in time for the start of ski season in Jahorina, and thus all project activities were successfully completed.

**Country: Botswana****Project Title:** Development of Tourism Clusters**Duration:** July – September 2016

**Objectives:** Through funding from the Ministry of Environment, Wildlife and Tourism, UNWTO provided technical assistance for the development of tourism clusters in the country. In its endeavour to market Botswana as a tourist destination of choice, the Government of Botswana, has embarked upon initiatives to stimulate tourism product development and diversification with a view to extending visitor stay and visitor expenditure and, thereby, spreading the socio-economic impacts and opportunities of the tourism sector to all parts of the country. In order to achieve this, it is important that Botswana's tourism attractions and services are packaged into regional tourism clusters to enhance the overall visitor experience and broaden the traditional product mix. However, there is a need to build institutional capacity in the regions to ensure that the various tourism activities and initiatives are coordinated for greater effectiveness. This requires collaboration between the public and private tourism sectors and the development of mutually beneficial cooperative alliances.

**Results achieved:**

- Provide capacity building to the Botswana Tourism Organization (BTO) to develop, mentor and manage the tourism cluster development process.
- Situation analysis of the need for tourism cluster development in three regions of Botswana: Kasane/Kazungula (Chobe District), North West Ngamiland (Ngamiland District) and Maun (Ngamiland District).

District) – this included an analysis of the local economies and the current situation of tourism development in each region including identification of potential and constraints.

- Identification of potential leadership teams for each cluster.
- Guidelines for supporting the development of a specific cluster vision for each region.
- A report submitted to the Ministry and BTO for the continued technical support and mentoring of cluster development.

#### Country: Botswana

**Project Title:** Update the 2009 Tourism Satellite Account

**Duration:** March 2017 – February 2018

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

#### Results achieved:

- The project was launched in March 2017. Its objective is to review the current system of tourism statistics, identify areas of improvement in terms of data collection and analysis, review the capacities of the institutional partners involved in TSA development, and, review the current statistical database system and identify areas of improvement.

#### Country: Cambodia

**Project Title:** Improving Community Based Ecotourism in Thala Barivat (ICBET)

**Duration:** May 2016 – April 2017

**Objectives:** With the financial support from the Spanish Europamundo Foundation, this project focussed on the promotion of environmental conservation and community-based ecotourism (CBET) initiatives in north-eastern Cambodia and on building the capacities of local authorities and community members, particularly women, to enable them to manage community-based ecotourism self-sufficiently and sustainably.

#### Results achieved:

- Activities during the first few months revolved around community mobilization and capacity-building for members of local tourism authorities and tourism service providers. In each of the selected CBET sites (Preah Rumkel and Borey Osvay), inception meetings were conducted to inform community members about project objectives and activities to ensure full participation and ownership. A total of 88 people participated in these meetings, of whom 53 were female.
- Site visits were organized for high-level officials of the Stung Treng Provincial Tourism Department to discuss project coordination and for the establishment of CBET Management Committees (CBETMC). For both sites, a total of 26 CBET Management Committee members were selected, of whom 10 are females, and discussions were held on the management structure of the CBETMC and the review of community-based tourism by-laws. During these capacity building activities, selected CBETMC members learned how to communicate with stakeholders and visitors; how to implement and monitor project activities; the role and duty of community leadership; and note taking during meetings and report writing.



- For each site, seven different groups of tourism service providers were established (i.e. homestay, food preparation, guide, boat trip, Khmer classical show, community environmental attendants, and souvenir production). There are a total of 54 tourism service providers in Borey Osvay (34 females), and 85 in Preah Rumkel (39 females). For both the tourism service providers as well as CBET Management Committee members, a study tour visit to near-by Chambok, a model CBET site, was organized.
- As the final stage, the project focussed on the establishment and renovation of CBET facilities and on creating marketing and advertising mechanisms for community-based ecotourism in Preah Rumkel and Borey Osvay.

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**Country: Cameroon**


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**Project title:** Ecotourism Development at Kribi

**Duration:** October 2012 – December 2016

**Objectives:** To enhance quality and local benefits from tourism activities in Kribi through capacity building, sustainable planning and reinforced environmental management of coastal tourist sites, and promotion of SME development in the tourism supply chains.

**Results achieved:**

- A value chain analysis has been completed and sustainable management plans were drafted through a participatory process for the sites of Lobé, Grand Batanga and Londji. A Local Tourism Committee was established and two community groups have been identified to operated tours in Londji and Grand Batanga. The project is also promoting community involvement in environmental protection such as tree planting and cleaning of beaches. The project carried out four ecotourism trainings in basic customer care, food processing and first aid techniques. An ecotourism manual was produced. In total 81 people were trained (20 women and 61 men). A chart of best practices for tourism visits to the Bagyeli Pygmy community was drafted and training of 3 Bagyeli trainers carried out. One more training in language skills and internet was also organized.
- Based on the Value Chain Analysis carried out, the project identified the following three eco-tourism sites for development:
  - The Lobe Falls Cultural Landscape;
  - The Grand Batanga, the historic site of the former capital of the Batanga people; with attractive beaches; and
  - The fishermen village of Londji.
- The project formulated sustainable management plans for the ecotourism sites, with active consultation of communities, private sector, and local stakeholders. These plans gave good guidelines to develop ecotourism products and take measures to protect the sites beyond 2016, and formed the basis to develop small tourism facilities at the sites where local entrepreneurs can sell food, beverages and handicrafts.
- The project also built the capacity of local Pygmy groups to develop tourism circuits and organize excursions in their area. Further, trainings were organized on agro-tourism, on-line marketing and environmental sustainability for hotels, and brochures were developed to promote the different tourism activities in Kribi. All activities of the project were successfully completed in December 2016.

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**Country: Cameroon**


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**Mission Title:** Assessment of the National Tourism Statistical System and Tourism Satellite Account

**Duration:** June 2017

**Objectives:** In the framework of the official visit of the Secretary-General to Cameroon in 2016 and in response to the Ministry's official request for technical assistance in the field of tourism statistics, UNWTO conducted an in-depth review of the current system of tourism statistics and identified areas and methodologies for improvement with a view to developing a long-term project which would strengthen the national tourism statistical system of Cameroon and develop a tourism satellite account (TSA).

**Results achieved:**

- An evaluation mission to Cameroon was conducted in June 2017.
- The mission report and project document is currently being prepared for submission to the Ministry of Tourism.

**Country: China**

**Mission Title:** Development of an International Tourism Marketing Strategy for the Province of Yunnan

**Duration:** December 2016

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

**Results achieved:**

- The detailed project document was submitted to the Yunnan Provincial Government for review and funding.

**Country: China**

**Project Title:** Shandong Province Tourism Development Master Plan 2016-2025

**Duration:** March – May 2017

**Objectives:** To formulate a strategic tourism development plan for Shandong Province for the period 2016-2025 as well as a 3-year detailed action plan and regional marketing strategies for Europe, Japan and South Korea.

**Results achieved:**

- Within two weeks of project launch, the Inception Report was completed setting the foundation for the formulation of the Shandong Tourism Development Master Plan. Six weeks into the project the mid-term review presentation was made and the validation workshop held three months following project launch.
- The Shandong Tourism Development Master Plan was completed through: review of all documents and studies on tourism in Shandong; statistical analysis and in-country research; field trips around the Province. The inventory and evaluation of existing and potential tourism resources and attractions; and consultations with key public sector and private sector stakeholders.
- Following the completion of the Tourism Development Master Plan a 2-day seminar was delivered in December 2016 with a view to providing guidance on the Plan's implementation. On site in the provincial capital Jinan, and through video conferencing, over 2000 tourism officials and stakeholders from the 17 major cities in Shandong attended the seminar. The seminar also provided the opportunity for UNWTO to present the main findings and recommendations of the International Marketing Strategies that were prepared for the Japanese, Korean and European (France, Germany, UK) markets.
- As a follow-on activity to the 2-day seminar, a high-level training on the implementation of the Tourism Development Master Plan was delivered on 28 April 2017, specifically for the Vice Mayors from all 17 cities in the province.

**Country: Cuba**

**Mission Title:** Formulation mission for the Implementation of a National Hotel Classification System and TSA.

**Duration:** May 2016

**Objectives:** Evaluation mission for the development of a national tourism statistical system and the elaboration of a Tourism Satellite Account: evaluation of macroeconomics indicators as well as taxation and administrative data for the development of tourism statistics in terms of supply and demand, and creation of employment within the tourism sector.

**Results achieved:**

- Current tourism situation of the country analyzed.
- Institutional platform evaluated.
- Quality of surveys evaluated.
- Preparation of a project document for the implementation of a national tourism statistics systems and TSA.

**Country: Ethiopia**

**Project Title:** Implementation of Hotel Classification Scheme

**Duration:** December 2014 – December 2016

**Objectives:** Through funding from the World Bank, the Ministry of Culture and Tourism of Ethiopia, through the Ethiopia Sustainable Tourism Development Project developed a new Classification and Grading system for the accommodation sector and requested UNWTO's technical assistance to implement this scheme and thereby launch Ethiopia's first comprehensive hotel classification programme. The overall purpose of the Ethiopia Classification and Grading Star Grading programme is to improve the quality of hotels and accommodations in Ethiopia. The implementation of this programme will a) provide guidance to new accommodation developments in order to develop physical as well as managerial systems which are up to international standards and criteria; b) aim at creating a healthy business competition among the accommodation establishments motivating them to develop higher levels of service quality and facility standards; and, c) provide assurance to the international tourism community on the quality of Ethiopia's accommodation sector thereby making Ethiopia a more competitive destination.

**Results achieved:**

- Training of 50 national inspectors in the new classification criteria and new evaluation system.
- Capacity building for the Ministry of Culture and Tourism in coordinating and implementing the new hotel classification scheme.
- Ancillary training to Government officials responsible for food safety and hygiene, and, accommodation safety and security.
- Assessments of almost 400 hotels in Addis Ababa and other regions of the country.
- Organization of two capacity building programmes aimed at the hotel sector on i) maintenance planning, and, b) sustainability planning.

**Country: Fiji**

**Mission Title:** Development of a Sustainable Tourism Policy

**Duration:** December 2016

**Objectives:** To determine through field research in which and to what extent the current policy and strategy framework in Fiji facilitates the long-term sustainability of the tourism sector, including identification of gaps,

needs and options for sustainable tourism governance and management, and to prepare a project document for the development of a new sustainable tourism policy.

**Results achieved:**

- The assessment report on sustainable tourism governance in Fiji and the project document for the formulation of a sustainable tourism policy were submitted to the Ministry of Public Enterprises and Tourism for review and funding.

**Country:** *Former Yugoslav Republic of Macedonia*

**Project Title:** Capacity Building in Tourism Statistics and Tourism Satellite Account

**Duration:** June 2016

**Objectives:** In collaboration with UNDP, UNWTO organized an intensive 5-day training workshop on Tourism Statistics and Tourism Satellite Account (TSA). Aimed at participants from the Ministry of Economy, State Statistical Office, National Bank, Tourism Regional Center and the Macedonian Chambers of Tourism, the objective of the training workshop was to present UNWTO's recommended methodological framework for the development and implementation of a national system of tourism statistics with the ultimate objective of preparing a TSA in the FYR of Macedonia. Training was provided on key concepts and definitions, and recommendations on how to improve data collection methods, their analysis and compilation in understanding the state of tourism data and statistics in the country.

**Results achieved:**

- Training provided on introduction on tourism statistics and tourism satellite account; the processing of data on inbound and outbound tourism; the presentation on the economic statistics required for the production of accounts; and, the compilation of tourism employment and tourism investments statistics.

**Country:** *The Gambia*

**Project Title:** Kartong Ecotourism Project

**Duration:** November 2014 – February 2016

**Objectives:** To develop new and sustainable community-based tourism activities and SME development in line with community ecotourism development goals and create pro-poor employment opportunities.

**Results achieved:**

- The project carried out renovation and upgrade to the Tesito camp site in Kartong village and produced promotional materials in an effort to facilitate half-day excursions to Kartong with lunch at the Tesito camp site. A programme "Taste of Kartong" was designed, which showcases the lives of Gambian women at work and gives visitors a real taste of the Gambian culture including innovative art works and the delicious Gambian cuisine.
- Gambia Tours has promised to start selling the Taste of Kartong from this month and the initiative has already started to improve the lives of the community with the creation of two full time jobs (a caretaker and a night watchman) and three part time jobs (a cook and two helpers). The number of beneficiaries is expected to grow when the business attracts more customers.

**Country:** *The Gambia*

**Mission Title:** Identification of Project Components for Youth Empowerment Project

**Duration:** May 2017

**Objectives:** To explore possibilities for collaboration with ITC to implement selected components related to tourism in the Youth Empowerment Project in the Gambia (EU funded project implemented by ITC) and identify opportunities for new joint ITC – UNWTO activities in the Gambia.

**Results achieved:**

- Proposal prepared for a Train the Trainers Assignment for vocational training on housekeeping, customer care, tour guiding, waiter skills, and basic kitchen hygiene to be implemented within the framework of the Youth Empowerment Project.
- Inputs provided for a concept paper on a new possible joint ITC – UNWTO project on enhancing the local economic impact in the tourism value chain in the Gambia, focusing on vocational training, investment promotion, destination management, and tourism statistics.
- Presentation delivered on ST-EP experiences with vocational training and value chain development during Youth Employment Forums in the Gambia.

**Country: Ghana**

**Project Title:** Improving Visitor Facilities and Interpretation of Nzulezu Village on Stilts

**Duration:** April – December 2016

**Objectives:** To improve visitor facilities and services in the Nzulezu stilt village, conserve the natural and cultural heritage of the site, and build capacities of local people providing goods and services to tourists with a view to attracting more visitors and creating job and income opportunities for the local people.

Nzulezu is a village on stilts in the Jomoro District of the Western Region. The Ministry of Tourism, Culture and Arts wants to improve visitor facilities and services as its policy objective of redeveloping and conserving natural and cultural heritage to attract more visitations, whilst creating job and income opportunities for the people. Visitor facilities at Nzulezu Water on Stilts Village require improvement to enable tourists stay longer and spend money in the community, whilst social amenities need to be provided for the local people.

**Results achieved:**

- The project built 10 toilets stalls with flush-system for use by visitors and locals alike, and implemented a training programme on cultural dance performance for 36 youth of the village. The village walkway and performance stage was also upgraded and about 20 litter bins have been installed in the village to discourage waste disposal into the water. Awareness-raising activities on sanitation and waste management were carried out, and other income generating opportunities discussed with the community, such as the sales of handicrafts and the traditional meals by women's group. In addition, the project mounted bill boards at two major road junctions en route to Nzulezu.
- A project inception meeting and Project Steering Committee meeting took place in early and late April.
- UNWTO carried out a project review mission from 26-30 April 2016 and concluded that the project was on the right track for timely completion. All project activities were completed successfully and a closing ceremony conducted in December 2016 with the presence of the former Minister of Tourism, Culture and Arts of Ghana.

**Country: Ghana**

**Project title:** Savannaland Destination Tourism Programme

**Duration:** September 2008 (Phase I) – June 2016 (Phase II)

**Objectives:** To contribute to enhanced income levels of households in the South Western part of Savannaland through the development, promotion and marketing of the destination.

**Results achieved:**

- In 2008, baseline studies were completed in an effort to understand the present state of tourism in the South-Western parts of Savannaland. Assessment of existing transportation bottlenecks and formulation of action plans for improved transport services were developed by the end of 2009, and meetings held with local authorities to raise awareness of the need of improving infrastructures.
- Tourism products for the following locations were developed and/or improved:
  - Mole: 30Km bush hike; Brugbani Camp; trail from Muguru Camp to spring;
  - Sonyo: Information and Receptive Centre; ablution facility; guided walk;
  - Kulmasa: Information Centre; ablution facility; guided walk;
  - Larabanga: Information and Receptive Centre; ablution facility;
  - Tamale: Information Centre; and Bole: Information Centre
- A bridge was constructed on the Mognori/Muguru road facilitating the access to the area, and an assessment of tourism income generating activities (handicraft, agribusiness, and transport) was carried out.
- Training on tourism management and quality services for SMEs (F&B, home-stays, crafts, shops, dance groups) and Community Tourism Management Committees was carried out over the course of 24 days, comprising a total of 8 courses for a total of 305 participants (203 women), and post training assessment and business development services were identified for follow-up.
- A series of investment fora were conducted to promote business linkages and support provided to the SMEs to secure investment.
- A Marketing Strategy for the destination was completed in April 2010 and promotional materials such as photo banks, maps, posters and brochures were developed and distributed, and interpretative materials installed (9 signages have been completed and deployed at vantage points in Larabanga, Mognori, Sawla, Bole, Kulmasa and Sonyo). Promotional activities such as familiarization trips were organized and the Savannaland website [www.savannatourism.com](http://www.savannatourism.com) produced and operational since February 2010.

**Country: Guinea-Bissau****Mission Title:** Review of the Tourism Sector**Duration:** October 2016

**Objectives:** UNWTO conducted a mission to Guinea-Bissau to review the current situation of the tourism sector. Based on discussions held with the Ministry of Tourism and other partner agencies such as UNDP and the World Bank, it was decided that tourism could play a key role in diversifying the country's economy as well as provide a means of sustainable livelihoods, particularly for the large youth population.

**Results achieved:**

- Project proposals on preparation of a Tourism Development Policy, Strategy and Master Plan; Tourism Law, Strengthening of National Tourism Statistical System; Hotel Classification; and, Development of a Hotel and Tourism Training Institute have been submitted to the Ministry and donors for their review and approval.

**Country: Gulf Cooperation Council**

**Project Title:** Strengthening of Tourism Statistical Systems and Development of Tourism Satellite Accounts for Gulf Cooperation Council Member States

**Duration:** March – July 2017



**Objectives:** The GCC-Statistics Board of Directors has identified tourism statistics as a priority field for development in the GCC region over the period to 2020. As a result, the GCC-Statistics requested UNWTO's technical assistance to conduct an in-depth analysis of the current system of collection of tourism statistics and identify areas and methodologies for improvement with a view to developing a long-term project which would (i) strengthen the national tourism statistical systems of the GCC countries, (ii) establish an institutional context that is conducive to statistical capacity-building by encouraging organizational and institutional partnerships; and, (iii) transfer technical expertise to strengthen the human resource component of statistical capacity.

**Results achieved:**

- Three initial statistical evaluation missions to Kuwait, Bahrain and Saudi Arabia were conducted between April to May 2017.
- A final is currently being prepared for submission to GCC-Stat.

**Country: Haiti**

**Project Title:** Enhancing Local Economic Impact from Tourism Development in Jacmel

**Duration:** August 2014 – December 2017

**Objectives:** To enhance the economic participation of the local population into the tourism value chain by creating new long term job positions while ameliorating and diversifying the offer of existing tourism products as well as creating new sustainable ones.

**Results achieved:**

- Capacity building covering several topics such as storytelling, sustainable product development, introduction to SME development including web page and marketing knowledge, waste management, food safety, lifeguard training, first aid, client service, basic restaurant service, personal development and handicraft product development. The total number of beneficiaries of these capacity building activities is 149.
- Based on the skills obtained in the capacity building seminars, the project supports local people to develop and operate tourism businesses and excursions, e.g. through the provision of market intelligence, product presentations to potential travel agents, preparation of promotional materials and the creation of a network of tourism enterprises in the destination.
- Improvement of the most visited tourism sites (three beaches and site of natural pools) by creating local site management organizations aiming to achieve a more transparent, professional, secure and sustainable management, and to achieve a self-sustained economic status. A Pilot Committee for Tourism in the South-East Department has been established in order to monitor and support the progress of the local site organizations. This committee is formed by representatives of several ministries, local authorities, private sector and local population, and supports the creation of standards and certificates for the management of beaches and protected areas.
- Creation and improvement of new and existing excursions to help communities increase their income, fund reforestation for the area and add value to local products like sugar cane and coffee.
- Development of 3-5 city circuits and activities that provide visitors with an opportunity to experience the culture, music, dance, arts and crafts, history, food, and people of Jacmel.

As the project area was severely hit by hurricane Matthew, in 2016 the Government focused on recovery efforts and expects to continue project activities in the course of 2017.

**Country: Haiti**

**Project Title:** Needs Assessment for Development of Tourism Statistics and Tourism Satellite Account

**Duration:** May – August 2016

**Objectives:** Under the framework of the project of the Inter-American Development Bank (IADB) to develop sustainable coastal tourism in the country, the Ministry of Tourism and Creative Industries requested UNWTO's technical assistance to undertake a detailed evaluation of the current tourism statistics system in the country and provide a road map for the strengthening of the statistical system with a view to developing a tourism satellite account (TSA).

**Results achieved:**

- Needs assessment mission completed.
- Project document for a three-year project to improve and strengthen the national tourism statistical system and develop an experimental TSA submitted to the Government and the IADB for approval and funding.

**Country: Honduras**

**Project Title:** Review of Methodologies Used in the Compilation of Basic Tourism Statistics

**Duration:** November - December 2016

**Objectives:** Through funding from the Instituto Hondureño de Turismo (IHT), UNWTO provided technical assistance for the review of currently survey methodologies developed and implemented by the IHT for calculating tourism expenditure (inbound and outbound) as well as determining market profiles.

**Results achieved:**

- Conduct a detailed evaluation of the current methodologies used by the IHT in conducting surveys to determine market profiles and visitor spend (both inbound and outbound).
- Provide capacity building to technical level offices on how to improve the methodologies to expand the range of data obtained.
- Propose a series of models to be used by the IHT to forecast tourism trends in the country.
- Propose recommendations to the IHT on the development of quality indicators.

**Country: India**

**Project Title:** Implementation of the Tourism Development Master Plan for Punjab

**Duration:** March 2009 – March 2016

**Objectives:** In 2008, at the request of the Government of Punjab, India, UNWTO formulated a Tourism Development Master Plan for the State for the period 2008-2023. The Master Plan recognized the potential of Punjab to become a competitive tourist destination based on its rich cultural, religious and natural heritage. After the successful completion of the Master Plan, it was felt that further technical assistance was indeed required from UNWTO to ensure that tourism development and promotion was put on the right track and that capacities of the highest quality were developed for overseeing and managing sustainable tourism development.

The project was extended in three phases to include the implementation of the Master Plan's recommendations in a time-bound manner in accordance with an Action Plan.

**Results achieved:**

- Rural tourism development guidelines and rural tourism development strategy finalized in consultation with major stakeholders and the Punjab Heritage and Tourism Promotion Board (PHTPB). The guidelines and the strategy will serve as the foundation for the development and promotion of rural tourism in the State. Once the State Government is able to obtain funding from the Central Government for one model cluster, the action plan included in the strategy would be implemented and replicated at other locations.

- Tourism awareness programmes were organized in selected schools and colleges in four major districts of the State. These included train-the-trainers programmes. All training materials were produced in English and translated into Gurumukhi (local Punjab language).
- Six tour guide training programmes at key tourism destinations of Punjab.
- Advanced technical assistance was provided to the Research and Statistics Unit of the PHTPB through revised operating and application procedures with focus on structured compilation and analysis of tourism statistics. Workshops in this regard were conducted at four different locations in the State.
- Marketing and promotion activities commenced with the finalization of a work plan for the PHTPB's participation in major trade fairs and exhibitions, organization of road shows, marketing and PR kit, formulation of a marketing action plan with annual budgets, and, production of a Marketing and Sales Manual, and other related activities.
- A destination development plan for Amritsar has been formulated and approved.
- Three guide training programmes were conducted.
- A further review of Research and Statistics Unit was completed.
- A tour operators' workshop was conducted.

Seven new Concept Notes focusing on further activities related to product development, site management, and development of international and regional tourism itineraries have been prepared by UNWTO and approved by the State Government of Punjab. It is expected that project activities will resume in the second half of 2017 to implement these new activities.

#### Country: Indonesia

**Mission Title:** Study on Impacts Visa Free Policy

**Duration:** April - May 2017

**Objectives:** To compare the contribution of the visa free policy in Indonesia before and after its implementation; its advantage and disadvantage and also the effectiveness of certain visa free policy to boost the growth of international tourist arrivals; to be a reference for the government of Indonesia, assisting it in reviewing, and when necessary, in taking steps to regulate the visa free policy. To provide recommendations of selective criteria and how to measure the effectiveness of the visa free policy to Indonesia's tourism sector; and to gain further commitment from national stakeholders to continue support the visa free policy to attract more international tourists to Indonesia.

**Results achieved:**

- Primary and secondary research carried out
- Interviews conducted with relevant Government agencies and stakeholders
- Report on the assessment of Indonesia's visa-free policy and its impact on tourism growth completed and submitted to Ministry of Tourism

#### Country: Jordan

**Mission Title:** National Seminars on Hotel Classification and Chinese Outbound Travel

**Duration:** April 2016

**Objectives:**

Organization of two national seminars for the Ministry of Tourism and national stakeholders on emerging trends for marketing and promotion to attract the Chinese outbound market, and, the importance and relevance of hotel classification schemes for quality assurance.

**Results achieved:**

- Presentation on the Chinese Outbound Travel to MENA and the current situation and marketing recommendations for Jordan
- Presentation of UNWTO's experience and expertise in the field of hotel classification to provide guidance to the Ministry of Tourism and Antiquities and the Jordan Tourism Board on best practices in the design and implementation of hotel classification schemes

**Country: Kenya**

**Mission Title:** Seminar on Community-based Tourism in Kenya

**Duration:** February 2017

**Objectives:** To help facilitate a workshop on community-based tourism in Kenya, within the framework of an EU funded project, titled Enhancing Sustainable Tourism Innovation for Community Empowerment in Kenya, in which UNWTO participates as Associate Agency.

**Results achieved:**

- Opening and closing remarks were delivered at the workshop, a presentation was made on marketing of community-based tourism, and working sessions were facilitated on product development and improvement, promotional activities, and identification of support needs for community-based tourism in Kenya. The workshop was well attended by 45 participants who are actively involved in community-based tourism development in Kenya, and provided a good opportunity to share experiences and lessons learned, and to provide feedback and guidance to community-based tourism initiatives in Kenya.
- Feedback was provided on the marketing activities and materials of various county governments in Kenya.

**Country: Lebanon**

**Project Title:** Conserving Heritage and Increasing Economic Opportunities on the Lebanon Mountain Trail

**Duration:** June – December 2017

**Objectives:** To develop quality and diversified products and services at destinations along the Lebanon Mountain Trail that have the potential to attract visitors and encourage longer stays in order to generate more income to local communities, keeping in mind positive environmental and social impacts.

**Results achieved:**

- The draft Cooperation Agreement for project implementation has already been approved by all project partners at the end of January 2016 but the Agreement has not yet been signed due to internal procedures for cooperation agreements in the country, i.e., for the Minister of Tourism to sign the agreement and for a project account to be opened, a special decree needed to be issued by the Ministry of Foreign Affairs and the Ministry of Finance.
- UNWTO has been in regular contact with LMTA over the course of 2016 following up on the progress of the special decree / signing of the project agreement, with a view to encouraging Lebanon counterparts to complete the process as early as possible.
- A solid project work plan is already in place, thus ensuring the immediate launch of project activities once the decree is issued and the project agreement is signed.

**Country: Lesotho**

**Project Title:** Kome Rural Homestays

**Duration:** October 2012 – December 2017

**Objectives:** To improve community-based tourism within Pulane community as a way to improve livelihoods through tourism business activities.

**Results achieved:**

- Training seminars were organized for excursion providers, tour guides, rural homestay providers, and crafters, and a tourist map was developed with hiking, biking, and pony trekking routes, linking the three project areas. The seminar for excursion providers was attended by 11 small entrepreneurs. The seminar aimed to support the participants to start and/or grow an excursion enterprise, by building their capacity to develop excursions and to get access to tourism markets. The seminar provided the participants with valuable insights on how to develop new excursions or improve existing ones, making optimal use of the attractive natural and cultural heritage of the destination. It also gave detailed guidance to the excursion providers on marketing their products to individual tourists and establishing business linkages with foreign tour operators.
- Likewise, the seminars for tour guides, rural home stay providers and crafters focused on building the capacities to improve the products and services offered to tourists, and to strengthen their marketing skills. The seminars were attended by 16, 34 and 24 local participants, respectively. Following the training seminars, several participants directly started to put the lessons learned into practice by making improvements in the products and services offered to tourists and by establishing contacts with potential clients.

During 2017, the following additional activities will be carried out:

1. Guides training, especially at Malimong, and Thaba-Bosiu;
2. Familiarization tour for Tour Operators from Lesotho and Clarence in South Africa;
3. Roadshows to promote the tour route in Maseru city as well as to post adverts on television screens at Maseru Mall and Pioneer Mall; and
4. Registration of the enterprise groups at Thaba-Bosiu, and Ha Baroana.

**Country:** Mauritania

**Mission Title:** Formulation of a National Tourism Strategy

**Duration:** November 2016 – March 2017

**Objectives:** The United Nations Development Programme (UNDP) is currently providing assistance to the Ministry of Trade, Industry and Tourism in the formulation of a National Tourism Strategy. As a partner organization, UNWTO was invited to provide its technical assistance in the process by reviewing the draft deliverables of the project and provide inputs and best practices.

**Results achieved:**

- Review the draft Situation Analysis and draft National Tourism Strategy and provide inputs on improvements to be made.
- Participate in the Steering Committee Meeting to validate the final Tourism Strategy.

**Country:** Mongolia

**Mission Title:** Formulation of Tourism Destination Marketing Strategies for Mongolia in Key Regional Source Markets of China, Japan, and South Korea

**Duration:** December 2016

**Objectives:** To prepare a project document for the formulation of tourism destination marketing strategies for Mongolia in key regional source markets of China, Japan, and South Korea.

**Results achieved:**

- The project document was submitted to the Ministry of Environment and Tourism for review and shared with donors for possible funding.

**Country: Mongolia**

**Project Title:** Capacity Building for Tourism Employees

**Duration:** March 2015 – October 2017

**Objectives:** to build capacities among tourism employees and unemployed young people to make a career in the tourism sector

**Results achieved:**

- The project conducted a rapid assessment on curriculum development based on the needs of the private sector and developed two training modules on service and hospitality areas and tourism management.
- The following training have been or are currently being implemented by the project:
  - Train-the trainers training (30 trainers trained)
  - Housekeeping, front office, and office management training
  - Hospitality and tourism management training
  - Advanced hotel operations training
  - Tour guiding training
  - Advanced tourism management training
- So far, a total of 350 participants have joined the various training programmes, and constant contact is being made with the participants on their progress. Already 70 per cent of participants have gained employment in the tourism sector during the period of project implementation.

**Country: Morocco**

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

**Duration:** June 2013 – December 2018

**Objectives:** In March 2013, UNWTO and UNDP Morocco signed an agreement to support the Moroccan Ministry of Tourism in the establishment of a new system of tourism hotel classification. The project aims to consolidate a standing level of competitiveness for the Moroccan hotels which will enable them operating on an international competition level and to develop a real culture of quality within tourism hotels. The review of the classification system is to:

- Improve the quality of tourist accommodation establishments.
- Facilitate the classification of tourist accommodation in terms of quality, safety, health and sustainable development.
- Adapt the classification system to the evolution and diversification of the tourist demand.
- Develop a Guarantee involving regulatory standards and quality frameworks.
- Implement a quality strategy in Morocco as a destination offering a sustainable competitive advantage.

The general objective is to contribute to the economic and social development of Morocco.

**Results achieved:**

- Review of the existing hotel classification system and first draft of revised criteria prepared.



- Training of 90 Inspectors of the Ministry of Tourism on the proposed revisions to the criteria and the impact that these will have on the inspection process. Based on feedback from the training, a second revision of the revised criteria was prepared.
- Practical training of 90 Inspectors of the Ministry of Tourism on the application of revised criteria is scheduled to be completed in August 2014. This practical training activity is also serving as an awareness-raising exercise amongst the hoteliers to share with them the main revisions to the criteria and their application.
- National Seminar on Hotel Classification in Morocco
- Pilot testing of 450 mystery guest visits.
- Manual for interpreting new hotel classification criteria.
- Manual for Hotel classification process.

#### Country: Mozambique

**Project Title:** Strategic Tourism Development Plan

**Duration:** May 2014 – February 2016

**Objectives:** In March 2014, UNWTO signed an agreement (English version) with the Ministry of Tourism of Mozambique for the preparation of the new Strategic Tourism Development Plan for the country. The previous Strategic Plan for the Development of Tourism in Mozambique for 2004 to 2013 was the country's first tourism strategy and set the tone for tourism development over the past decade. The planning term has expired and the Ministry of Tourism with support from the World Bank has commissioned UNWTO to develop a new Strategic Tourism Development Plan to guide the growth of the industry over the next ten years. The overall project goal is to provide the Ministry of Tourism with a documented tourism growth strategy and implementation plan for developing the tourism industry as a key catalyst for rapid economic growth and job creation, in support of the Government of Mozambique's economic development goals.

Important aspects to be included in the tourism strategy are:

- Institutional development of the sector
- Marketing and branding
- Business development
- Land use planning
- Human resources development
- Hospitality quality
- Sustainable tourism development, in particular in protected areas

#### Results achieved:

- In June 2014, the team of experts carried out field missions to the main tourism development zones in the country in order to collect information for the situation analysis, and meet with stakeholders to discuss the constraints and opportunities for tourism development, as well as the future directions to take. The findings of the field missions and the analysis of available information and data were presented in a situation analysis report that included a SWOT analysis of the sector, and summarized priority aspects to take into account in the new strategy. The Strategic Tourism Development Plan was completed and submitted to the Government in the first semester of 2015, and approved by the Council of Ministers in the second semester of 2015. A Validation Workshop was organized in March 2015, and training seminars for government officials on the implementation of the plan were delivered in February 2016.

#### Country: Mozambique

**Project Title:** Human Resource and SME Development for the Tourism Sector in Inhambane Province

**Duration:** May 2011 (Phase I) – December 2017 (Phase II)

**Objectives:** To enhance the local economic impact from tourism in Inhambane through human resource development and SME development in the tourism sector.

**Results achieved:**

- The project builds on the experience of the previous project in the region. A major success has been the establishment of a multi-stakeholder platform (including tour operators, hotels and restaurants), which addresses marketing issues that had previously been identified as a major challenge for the destination. As a result, tourism enterprises collectively participate in international tourism trade shows, and are jointly promoting the destination to long-haul tourists. Over 600 local people, mainly women and youth have been trained in different tourism subjects, including housekeeping, hospitality, food preparation and tour guiding. The training has resulted in an improved level of service delivery in the sector, which has had a positive impact on the economic performance of individual enterprises as well as on the competitiveness of the Inhambane destination as a whole. For SME development, training on business management has been provided to 21 owners/managers of small tourism enterprises. Further, the project has provided micro finance to 9 small enterprises dealing with handicrafts production, supply of fruits, vegetables and eggs, organization of sailing tours and preparation of local meals. Successes have especially been booked with establishing business linkages for the local supply of agricultural products to hotels and restaurants, and with assisting handicraft producers to get better access to the tourism market. A group of 20 handicraft producers has been supported by providing a space where they can sell their souvenirs to tourists.

**Country:** Mozambique

**Project Title:** Vocational Training and SME Development for the Tourism Sector in Maputo

**Duration:** November 2011 (Phase I) – December 2017 (Phase II)

**Objectives:** To enhance the local economic impact from tourism in Maputo through vocational training and SME development in the tourism sector

**Results achieved:** The project intends to create tangible benefits from tourism for 200 local households through the following ST-EP mechanisms:

1. Employment in tourism enterprises
2. Supply of goods and services to tourism enterprises
3. Direct sales of goods and services to visitors
4. Establishment and running of tourism enterprises

Detailed training programmes and curricula have been developed and a train the trainer seminar was organized in February 2016 with 7 participants, which formed the basis to deliver vocational training seminars in the first semester of 2016 to 40 local people to assist them to obtain employment in the tourism sector. In the second semester of 2016, additional activities will be planned and implemented to support tourism SMEs to generate enhanced income from the sale of goods and services to tourists and larger tourism enterprises. Within the framework of the project, support has also been provided to preparing the new Strategic Plan for the Development of Tourism in Mozambique; especially to ensure that sustainability aspects are well covered in the plan.

**Country:** Myanmar

**Project Title:** Needs Assessment for Development of Tourism Statistics and Tourism Satellite Account

**Duration:** August - October 2016

**Objectives:** In collaboration with the International Trade Center (ITC) and under the framework of its project in Myanmar to develop inclusive tourism in the State of Kayah, UNWTO will provide its technical assistance by undertaking a detailed evaluation of the current tourism statistics system in the country and in the State of Kayah and provide a road map for the strengthening of the statistical system with a view to developing a tourism satellite account (TSA).

**Results achieved:**

- Detailed assessment of current national tourism statistical system undertaken including identification of data gaps, current level of institutional coordination and partnership, and, areas for further capacity building amongst Government institutions for data collection and analysis.
- Organization of a 2-day national seminar on UNWTO statistical methodologies.
- Preparation of a report for further technical assistance in strengthening national tourism statistics. This proposal has been approved by the ITC and project activities will commence in November 2017.

**Country: Namibia**

**Mission Title:** Review of the Tourism Policy

**Duration:** December 2016

**Objectives:** At the request of the Ministry of Environment and Tourism, UNWTO provided technical assistance for the review of the Tourism Policy and the development of a Tourism Bill for Namibia.

**Results achieved:**

- A report which recommended the preparation of a new Tourism Bill 2017 for Namibia which includes the proposal for the establishment of the Namibia Tourism Authority; proposal on the organizational structure of the NTA including roles and responsibilities – by streamlining those of the Ministry and Board, and, preparation of a series of Direction Statements which extract the implementable actions and activities from the existing Policy and two Strategies to provide guidance and clarity to each entity as to their specific roles and responsibilities.

**Country: Nigeria**

**Mission Title:** Review and Updating of the Tourism Development Master Plan

**Duration:** December

**Objectives:** At the request of the Ministry of Information of Nigeria, UNWTO provided technical assistance to review the status of implementation of the Tourism Development Master Plan which had been prepared by UNWTO in 2006. Based on the review, UNWTO was requested to prepare a proposal for further technical assistance in the preparation of a new and updated Tourism Development Master Plan.

**Results achieved:**

- Conduct a detailed analysis of the level of implementation of the current Tourism Development Master Plan.
- Review the current tourism scenario – products, services, and source markets, and in relation to projected future growth, determine which elements of the Master Plan are outdated and need to be revised.
- Prepare a detailed project proposal for the Ministry of Information for the review and updating of the Master Plan including technical assistance for the implementation of key priority actions.

**Country: Oman**

**Project Title:** Development of Tourism Statistics

**Duration:** April 2015 – December 2017

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

**Results achieved:**

- To date, UNWTO has undertaken four missions to Oman to review data collection processes, design new processes and provide capacity building to the Ministry and other national partners in the design and implementation of statistical collection procedures, and, analysis and evaluation of results obtained.
- A fifth mission is scheduled for August 2017 which will focus on data collection regarding employment in tourism and investment in tourism. Attention will also be paid to further improvements to the tourism database system.

**Country: Paraguay**

**Mission Title:** Update of the Sustainable Tourism Development Plan

**Duration:** November 2016

**Objectives:** To formulate a project document and a corresponding Work Plan for the update of the Sustainable Tourism Development Plan for Paraguay.

**Results achieved:**

- Detailed assessment made on the current status of tourism in Paraguay and on the needs to update the Tourism Development Plan. A proposal for the updating of the Tourism Development Plan was prepared and shared with the Government for review and funding.

**Country: Paraguay**

**Project Title:** Strengthening of Tourism Statistics

**Duration:** November 2016

**Objectives:** At the request of the Secretaría Nacional de Turismo de Paraguay (SENAUR) and, in association with the Asunción Convention and Visitors Bureau, UNWTO provided technical assistance to review and evaluate the current national system of tourism statistics with particular emphasis on supply-side data.

**Results achieved:**

- A detailed review of the current national system of tourism statistics with particular emphasis on supply-side data.
- Identification of key data gaps and recommendations on processes to be developed for data collection and analysis.
- Review of current level of institutional partnership in the tourism statistical process.
- Preparation of a proposal for further technical assistance in strengthening the national tourism statistical system.

**Country: Philippines**

**Mission Title:** Review of the Draft National Tourism Development Plan (2016-2022)

منظمة السياحة العالمية - وكالة متخصصة تابعة للأمم المتحدة

**Duration:** August 2016

**Objectives:** To assess the formulation of the Draft National Tourism Development Plan (2016-2022) and the final draft, and provide further inputs on the recommended strategic directions and action programmes to attain the vision and targets outlined therein.

**Results achieved:**

- Based on in-depth stakeholder consultations and a field visit to Bohol, an assessment report of the formulation of the National Tourism Development Plan 2016-2022 was presented to Ministry, including recommendations on some strategic directions and programmes which could strengthen or supplement the Tourism Development Plan.
- Detailed guidance was provided on how to attain the full benefits of the Tourism Development Plan, including recommendations for thematic areas on which UNWTO could provide further technical assistance to help successfully implement the Plan.

**Country:** Qatar

**Project Title:** Phased Implementation of the New Tourism Strategy and Action Plan

**Duration:** May 2013 – August 2016

**Objectives:** In May 2013, UNWTO and the Qatar Tourism Authority signed an Agreement to support the Tourism Authority in the phased implementation of the new Tourism Strategy and Action Plan – and the said Agreement was further amended in February 2014 to include more areas of cooperation. In total, UNWTO would provide technical assistance to the Qatar Tourism Authority in the implementation of key activities outlined in the Tourism Strategy, particularly in the following areas:

- Legislation, Regulations and Institution Building
- Statistics and TSA Development
- Visa Facilitation
- Capacity Building Programme for Tourism Stakeholders implemented through the UNWTO-Themis Foundation
- Capacity building programme in product development
- Capacity building programme in investment promotion
- Internships at UNWTO Headquarters within the Experts on Loan programme
- Formulation of a guide training programme
- Marketing and promotion

**Results achieved:**

- Regulations and By-Laws on Desert Safari Camps and Desert Safaris, Tourist Guides, Travel Agents and Tourism Operators, Events, Conferences and Exhibitions, Package Travel, Package Holidays and Package Tours for Outbound Travel Agents.
- Assessment Report on the current state of national tourism statistics with a view to developing a project for the preparation of a tourism satellite account for Qatar.
- Capacity building in product development included activities related to creation of an inventory of tourism products, evaluation of quality and standards of tourism products, design of visitor surveys to determine visitor profile, product-market matching, and, institutional coordination and implementation for product development.
- Report on visa facilitation which focused on an analysis of the entry visa requirements for temporary visitors to Qatar, the identification of visa facilitation opportunities and the formulation of recommendations for addressing them through appropriate policies and procedures.
- UNWTO-Themis capacity building courses on Tourism Strategy, Cultural Tourism Product Development, and Tourism Project Development successfully conducted in 2014, and, courses on Human Capital

Development: a factor for quality service, and, Executive Training Workshop on e-Marketing in Tourism, successfully conducted in 2015.

- Formulation of a long-term Tour Guide Policy and Strategy for Qatar Tourism Authority (QTA) to streamline the process for selection and training of professional guides in the field of tourism for Qatar. In addition, preparation of specific thematic tour guide training modules were prepared on a variety of types of tourism products (culture, nature, history and archaeology, human-made attractions) and types of tours (walking tours, tours on a moving vehicle, language training, etc.).
- Assessment of Qatar's tourism investment climate and development of a tourism investment study, elaboration of investment and business setup manual, elaboration of tourism investment guide, development of a marketing plan to attract investors, and, elaboration of a sales brochure and other investment promotional material.
- Brand development, development of tourism information systems, detailed annual strategic planning including budget planning, allocation and management, and promotion of public-private partnership.

### Country: Republic of Congo

**Project Title:** Sustainable Tourism Development Plan

**Duration:** December 2014 – July 2017

**Objectives:** In collaboration with UNDP, UNWTO provided its technical assistance to the Ministry of Tourism and Environment of the Republic of Congo for the formulation of a Sustainable Tourism Development Plan for the country. In its 2012 Strategy for Growth, Employment and Poverty Reduction, the Government of the Republic of Congo identified tourism as a priority industry to stimulate economic growth while providing means for the creation of sustainable livelihoods. The objective of the project is to undertake an exhaustive analysis of the country's tourism sector (resources, infrastructure, institutions, human resources, source markets and tourism services) and formulate a Tourism Development Policy, Strategy and Master Plan which will stimulate the competitive yet sustainable growth of the tourism sector as a motor for stimulating economic growth in the country. In particular, the Master Plan will provide a detailed framework for the systematic planning of the tourism sector, distribution and prioritisation of tourism resources, and better coordination amongst the various stakeholders in the management of the sector.

Under the framework of this project, the Government of the Republic of Congo requested UNWTO's technical assistance to train middle to senior representatives of the Ministry of Tourism on the Sustainable Tourism Development Plan and elaborate a work plan for the implementation of the National Tourism Forum (*assises nationales du tourisme*) scheduled for July 2017.

#### Results achieved:

- Detailed situation analysis of the current opportunities and challenges facing sustainable tourism development in the Republic of Congo.
- Formulation of a Tourism Policy which was approved by the Government and UNDP.
- Formulation of a sustainable Tourism Development Strategy and Master Plan which was approved by the Government and UNDP.
- Preparation of a separate Executive Summary of the Strategy to be circulated to donors and stakeholders.

### Country: Republic of Congo

**Project Title:** Development of a Hotel Classification System

**Duration:** July 2016 – June 2018

**Objectives:** In collaboration with UNDP, UNWTO provided its technical assistance to the Ministry of Tourism and Environment of the Republic of Congo to conduct an in-depth analysis for the design and implementation of a new



hotel classification system for the country. Given the Government's current endeavour to have a systematic approach to tourism development, commencing with the formulation of a tourism policy and master plan, another priority activity is the systematic approach to quality assurance with regard to tourism accommodation establishments with a view, on one hand, to stimulate competitiveness amongst the accommodation providers and, on the other hand, to assist the Government in marketing and promoting quality-based tourism services.

**Results achieved:**

- The resultant project has been approved by the Government and UNDP and project activities for the development and implementation of a Hotel Classification System in the Republic of Congo was launched in July 2016.
- Review of the existing hotel classification system and first draft of revised criteria prepared.

**Country: Republic of Congo**

**Project Title:** Needs Assessment for the Training of Staff in Hotels in Brazzaville

**Duration:** July – September 2016

**Objectives:** Under the framework of the Project for the Support of Economic Diversification of the World Bank (PADE), UNWTO will conduct a needs assessment for training of staff employed in larger, more renowned hotels in Brazzaville with a view to improving the quality of services offered in the hotels while, at the same time, creating a framework for continuous skills development, thereby facilitating the access of local communities, especially women and youth. This project is a direct result of the awareness raised amongst the donor community to align their programmes with tourism in light of the formulation of the Tourism Development Strategy and Master Plan.

**Results achieved:**

- Project document for a two-year project for training of Staff in hotels in Brazzaville has been submitted to the donor for approval and funding.

**Countries:** RETOSA (Angola, Botswana, Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, United Republic of Tanzania, Zambia and Zimbabwe)

**Project Title:** National Statistical Capacity-Building Programme (NSCBP) to RETOSA Members

**Duration:** October 2010 - July 2016

**Objectives:** UNWTO and the Regional Tourism Organization of Southern Africa (RETOSA) have collaborated in the organization of a series of workshops aimed at providing capacity building to 15 Southern African countries namely, Angola, Botswana, Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe, in the strengthening of their national Systems of Tourism Statistics (STS) with a view to developing the Tourism Satellite Accounts (TSA).

**Results achieved:**

- A total of 8 capacity building workshops were organized over the span of 6 years. Two workshops were held in 2016: namely, in Zimbabwe (April 2016) and Angola (July 2016).
- In the final workshop held in Angola in July 2016, 9 countries from Southern Africa presented their experimental TSAs.

**Country: Romania**

**Project Title:** Development of Destination Management Organizations (DMOs)

**Duration:** January – April 2017

**Objectives:** As part of its continuous efforts to further develop and strengthen the Romanian tourism sector as a competitive destination, the Government of Romania requested UNWTO's technical assistance to recommend various options for the development of Destination Management Organizations (DMOs) in the country.

**Results achieved:**

- Analysis of the current situation of tourism organization and institutional structures available in Romania to coordinate tourism development, management and promotion;
- Presentation of various models of DMO development which could be adopted by Romania (especially at central/local level);
- Best practices for the organization of DMOs with particular emphasis at the central/local level; and
- A final report with proposals for DMO development in Romania.

**Country:** *Saudi Arabia*

**Mission Title:** Economic Impact of Cultural Heritage Tourism

**Duration:** December 2016

**Objectives:** As part of its Vision 2030 and National Transformation Plan, the Kingdom of Saudi Arabia (KSA) is actively pursuing economic diversification to grow and develop the country beyond its longtime dependence on petroleum. Tourism, especially cultural tourism, has been identified as a principal means of achieving this. However, among the hundreds, if not thousands, of historical and cultural heritage sites, further investment and development are needed for these sites to attract visitors. The KSA commissioned a report to propose methodologies on how to measure and optimize the benefits of heritage in the country with a view to ranking and prioritizing the country's vast cultural assets for attracting investment for the development and management of these sites/attractions. The KSA requested UNWTO to undertake a detailed evaluation of the report.

**Results achieved:**

- Undertake a detailed evaluation of the report with a view to methodology used; analysis of the results; identification of gaps; identification of areas in the report which could be strengthened; and, recommendations to enhance the report.

**Country:** *Seychelles*

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

**Duration:** May 2016 – June 2017

**Objectives:** The tourism sector in the Seychelles offers a wide range of accommodation for tourists and requires standardization to preserve the trademark of the Seychelles as a tourism destination, to attract emerging markets and increase the presence of international operators while, at the same time, maintaining the competitiveness of the Seychelles tourism sector. During the project, UNWTO would review the draft criteria prepared by the Ministry of Tourism and Culture and review and refine according to international best practice. In addition, working sessions will be held with the trade to raise awareness on the new criteria and their interpretation. Finally, training will be provided to the Ministry assessors on the new criteria.

**Results achieved:**

- Review of the existing hotel classification system and final draft of revised criteria prepared.
- Training for Ministry assessors on the proposed revisions to the criteria and the impact that these will have on the inspection process.
- Five working sessions with the trade to inform on new hotel classification criteria.
- Preparation of an Assessors' Manual to provide guidance to Ministry assessors in interpreting criteria.

**SITCA (Central America Tourism Association)**

**Mission Title:** Regional Workshop on Statistics for SITCA Member States

**Duration:** May 2016, in Tegucigalpa (Honduras)

**Objectives:** UNWTO provided its technical assistance to SITCA in the organization of a regional Workshop on Statistics to provide capacity building to SITCA Member States to strengthen their respective national tourism statistical systems with a view towards harmonizing the Central American tourism statistical system.

**Results achieved:**

- National methodologies compared for a better understanding of the regional tourism statistics indicators.
- Individual country road maps prepared for improvements to the respective national tourism statistical processes.
- Project proposal submitted to SITCA for the organization of a series of 6 workshops to further strengthen national capacities in various statistical processes with a view to developing TSAs.
- A first workshop, from the recommended series of 6 workshops, will be held in Antigua Guatemala, Guatemala, from 10-13 July 2017.

**Country: Timor-Leste**

**Mission Title:** Review of the Tourism Policy

**Duration:** October 2016

**Objectives:** To review the draft Tourism Policy and provide feedback at a meeting with the Minister of Tourism of Timor-Leste, a subsequently multi-stake holders review meeting, and carry out a second review of the final draft tourism policy.

**Results achieved:**

- Detailed feedback provided on the draft Tourism Policy. The feedback has been used by the Ministry to prepare the final version of the policy.

**Country: Timor-Leste**

**Project Title:** Capacity Building for Tourism Employees in Dili

**Duration:** September 2012 – December 2017

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

**Results achieved:**

- Two training institutes in the country have been identified to deliver training for tourism employees. The project has assisted the two selected institutes to develop and carry out a train-the-trainers programme, and to prepare training curricula and has supplied the institutes with suitable training materials. The training institutes have delivered courses for employees of tourism enterprises, in order to build their skills to grow into a better paid position, and for unemployed young people to enhance their opportunities to obtain employment in the tourism sector. Two local training institutes have been selected to deliver the training and, arrangements have been made with the Ministry and the national tourism business association regarding their coordinating role. Capacity building activities were initiated in the first semester of 2015. As the training is implemented by local training institutes, good opportunities exist that these institutes will be able to integrate the tourism components in their standard training curriculum.

- Training participants were selected in close collaboration with the private sector to enhance the opportunities that a large percentage of the trainees can use the acquired skills to make a career in the tourism sector, as well as to grow into more senior positions in the tourism sector. It is expected that at least 100 of the total 180 beneficiaries will increase their average income with a minimum of US\$ 1000 per year.
- During phase one of the project, which was completed mid- 2016, Youth Vision Training Centre (YVTC) and East Timor Development Agency (ETDA) were the main training programme providers. Training programme on management was provided by ETDA and hospitality training programme was provided by YVTC. A total number of 85 participants attended the management and hospitality courses, out of which 60 participants (19 males and 41 females) attended the hospitality training, and the 25 participants attended the training on management. The participants were from 13 municipalities in Timor-Leste.
- During phase II of the project, vocational training course on hospitality services were developed and delivered on Atauro Island and in the municipalities of Ermera and Lautem through a mobile training unit established by Youth Vision. The training seminars were delivered between November 2016 and April 2017, and attended by 72 local people in total, mainly owners and employees of restaurants, home-stays and local lodges. In the second semester of 2017, the mobile training unit will organize for more vocational training courses on hospitality services in other municipalities, and a tour-guide training course will be organized by ETDA in their training centre in Dili.

#### Country: Timor-Leste

**Project Title:** Marketing of Community-based Ecotourism Project

**Duration:** January 2016 – December 2017

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

#### Results achieved:

- The project worked closely with the local stakeholders to build their capacity to market the Community-based Ecotourism offer of the country, and delivered a 28-days training seminar on marketing of Community-Based Tourism to Ministry Officials and other key stakeholders dealing with Community-Based Tourism Development. The project also formulated a marketing strategy for CBET and a brochure on CBET in Timor-Leste, and collaborated with a web designer from the Ministry to develop a tourism website on CBET in English for the Ministry of Tourism, Arts and Culture.
- The Ministry of Tourism has identified a list of Community-Based Tourism projects in Timor-Leste (that may benefit from the outcomes of the project. This exercise provided the project with comprehensive background information to:
  - advise the existing Community-Based Tourism projects on product improvement and diversification;
  - define the marketing activities;
  - based on the assessment, develop a full-fledged community-based ecotourism marketing strategy focusing, inter alia, on the promotion of small- and medium- size ecotourism enterprises with a clear focus on the local communities; and
  - provide capacity building support for the implementation of the strategy and guidance on the development of marketing materials and activities.

#### Country: Tunisia

**Mission Title:** Needs Assessment for Review and Development of a Hotel Classification System

**Duration:** May 2016

**Objectives:** At the request of the Ministry of Tourism and Handicrafts, UNWTO provided technical assistance to review and evaluate the current national system of classification and grading for accommodation establishments.

**Results achieved:**

- A detailed assessment of the current system in conjunction with the Government and key industry stakeholders.
- Recommendations on strengthening quality standards within the sector, and monitoring, inspection and enforcement processes.
- A project document for the implementation and development of a new national hotel classification system.

**Country: Tunisia**

**Project Title:** Image Campaign for Tourism Recovery

**Duration:** January – June 2016

**Objectives:** To support Tunisia's tourism recovery and thus employment in the sector, in particular for poorer groups of the society, by strengthening the image of the country as a preferred tourism destination through an innovative international image campaign

**Results achieved:**

The main project activities carried out for the promotion of tourism in the North-West and South-West regions of Tunisia are:

1. Advertising spots -20"- for each of the two regions mentioned above. In total, 585 messages were broadcasted from 18 April to 3 June 2016 through radio stations covering the tourist resorts usually chosen by the Tunisian people (Grand Tunis, la Cote, Sfax)
2. Cities billboards: 21 huge billboards were installed in the region of Grand Tunis from 16 April to 15 May 2016.
3. Two videos were prepared, one for the South of Tunisia, and another one for the North West.

**Country: United Arab Emirates**

**Mission title:** Preparation of the project document for the formulation of the UAE Tourism Strategy

**Duration:** July 2016

**Objectives:** in 2015, UNWTO conducted a mission to the UAE to present a draft White Paper on the future of tourism in the UAE to selected representatives of tourism departments of the seven Emirates and main private stakeholders and key note players. The objective of July 2016 mission was to prepare a comprehensive project document for the preparation of a National Tourism Development Strategy and Action Plan.

**Results achieved:**

- A detailed project document providing terms of reference, job descriptions, work plan, and indicative budget for the formulation of a dynamic yet sustainable Tourism Development Strategy and Action Plan for the UAE was prepared and submitted to the Government for approval and funding.

**Country: United Arab Emirates**

**Project Title:** Assessment of Tourism Statistics for the Compilation of a Tourism Satellite Account

**Duration:** December 2016 – April 2017

**Objectives:** The Government of the United Arab Emirates (UAE) has made efforts to develop a Tourism Satellite Account (TSA) for the country. However, this exercise has initially been based on simulation models. Taking into account the challenges facing the compilation of a TSA in a country comprising seven Emirates, the Government requested UNWTO to provide its technical assistance to undertake a detailed evaluation of the entire tourism statistical system in the UAE with a view to developing a TSA for the country.

**Results achieved:**

- In-depth evaluation of the entire tourism statistical system in the UAE including qualitative and quantitative evaluation of the human and financial capacities, hardware and software.
- Project proposal for overcoming data gaps and constraints, strengthening the Inter-Institutional Platform partnerships, and, above all, strengthening of capacities within the UAE Government agencies, in particular, the tourism authorities and the statistical authorities in order to reach the compilation of a Tourism Satellite Account.

**Country: Uganda**

**Project title:** Kisiizi Water Falls Tourism Development Plan

**Duration:** January 2016 – June 2017

**Objectives:**

- To enhance the attraction of the tourist area and develop facilities that support tourist activities.
- To enhance the visibility of the tourist area in terms of promotion and information availability.
- To develop the capacity of the site management to provide tourist services like guiding, food and accommodation services.
- To preserve the Natural Beauty of the Kisiizi Water Falls and surrounding environment through tourism and to facilitate the tourist visitation and utility of the Falls and its environment.
- To generate incomes to support the community, especially through the Good Samaritan Fund.

**Results achieved:**

- Design and approval of the project logo;
- Consultations with two groups of engineers regarding the construction of the bridge and monument were held; and building of the access paths to ascend the hill and go down into the gorge for the bridge which will be constructed by the project;
- Advice on the development of the zip wire system was sought from a group of field specialists
- Construction of the Kisiizi Falls Visitor Centre and the monument has been completed

**Country: Uruguay**

**Mission Title:** Technical Assistance in the Design of Visitor Surveys

**Duration:** May 2017

**Objectives:** To strengthen the current methodology and update the surveys' samples.

**Results achieved:**

- Establish indicators on the basis of inbound and outbound data;
- Evaluate the size of the surveys, then distribute them to the border points;
- Recommendations to improve the current methodologies;
- Specify on how to spread statistical data;
- Identify gaps with a view to elaborate the Tourism Satellite Account;



- Training programme for the technical staff of the Ministry of Tourism of Uruguay.

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**Country: Zambia**


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

**Duration:** 2008 – December 2017

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

**Results achieved:**

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

Based on this new work plan, a new cooperation agreement was signed and remaining project activities have been launched.

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**Country: Zambia**


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**Project Title:** Livingstone Community Sustainable Tourism Resource Centre

**Duration:** January – December 2017

**Objectives:** To provide the community with a self-sustaining facility that will contribute to improving the livelihood of the Livingstone local community; and to provide skills acquisition and income generation at the Resource Centre and household levels.

**Results achieved:**

- The Ministry has allocated land on a central location in Livingstone for the construction of the resource centre, and has also reserved funds to co-finance the project. The drawings for the resource centre have been prepared and a local contractor is selected through a tender procedure.
- Synergies have been created between this project and the Cultural Centres project in Zambia in so far as to use the Livingstone Tourism Resource Centre as a facility for training of locals on the promotion of community-based tourism.

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**Country: Zimbabwe**


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**Project Title:** Enhancing Participation of Youth and Women in Tourism

**Duration:** December 2016 – July 2017

**Objectives:** To build the capacities of women and young people to make a career in tourism enterprises at the Victoria Falls and to strengthen the capacity of tourism SMEs in the area.

**Results achieved:**

- Project activities were launched in December 2016.

- At the initial stage, the project, together with the Ministry of Tourism and Hospitality Industry of Zimbabwe and the hotelkeepers association, identified hotels willing to participate and staff members (youth and women) with low-paid jobs who have the potential to grow into better paid positions in the hotel after receiving further training. A total number of 438 unemployed youth and women applied for the training programmes
- In collaboration with the University of Zimbabwe and the Bulawayo Technical College and Hotel School, a tailor-made training programme was devised and a total of four courses delivered to over 100 participants, more than half of them women. A closing ceremony of the training programme conducted will be held in July.
- Arrangements are being made with the participating hotels to ensure that once the trained staff members have obtained the better-paid positions, the vacant positions will be occupied by other youth/women from a disadvantaged background; this is to ensure that the training has a “double-impact”.
- Additionally, the project is working with selected young and female entrepreneurs in Victoria Falls and supporting them through training, business advice and small subsidies, with a view to enhancing existing tourism SMEs in the area.

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**Country: Zimbabwe**


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**Project Title:** Victoria Falls Community Swimming Pool Refurbishment

**Duration:** April – July 2017

**Objectives:** To provide a self-sustaining facility that will improve the livelihood of the local community both in terms of recreation and income generation; and to provide children in the township with a recreational, sports and training facility easily accessible to their communities.

**Results achieved:**

- The Ministry is working with a local Trust (VFLPB), who has officially been established in June 2016 and is the lead in the project implementation at the local level
- A UNWTO project review mission to Victoria Falls took place early June 2016, which was very helpful to encourage stakeholders to make rapid progress, to clarify some issues related to the agreement and the project implementation arrangements, including the need for VFLPB to be officially registered, which was done within one week after the mission.
- The project is renovating the community swimming pool in Victoria Falls and refurbishing male and female changing rooms; showers and toilet blocks; supplied and installed geysers and replaced galvanized pipes; pool shell and surrounds; as well as refurbished administration and payment office. The grand opening of the new swimming pool is scheduled for end of July 2017.

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The following editions of the “UNWTO on the ground” are available [online](#).

**Issue 1:**

<http://cooperation.unwto.org/newsletter/2016-05-20/unwto-ground-issue-1-may-2016>

**Issue 2:**

<http://cooperation.unwto.org/newsletter/2016-12-12/unwto-ground-issue-2-nov-2016>

**Issue 3:**

<http://cooperation.unwto.org/newsletter/2017-04-27/unwto-ground-issue-3-may-2017>

A brochure on “**Making tourism a tool to fight poverty: ten years of the ST-EP Initiative**” is also available online <http://cooperation.unwto.org/publication/making-tourism-tool-fight-poverty-ten-years-st-ep-initiative-0>

## B. Silk Road

Throughout the 2016-2017 period, the Silk Road Programme has been implementing joint activities aimed at making the historical Silk Road routes more robust, sustainable and internationally competitive. With the continuous support of its 33 Member States, relevant progress has been made towards fulfilling the main objectives outlined in the Silk Road Action Plan 2016-2017, a strategic work document containing the programme’s main philosophy on how to adapt the Silk Road to the globalized age of tourism.

During 2016, in what can rightly be considered the largest programme of events to date, the Silk Road Programme made significant advancements in the areas of marketing and promotion, product development and tourism route development. As was made visible during the 6th Silk Road Ministers Meeting at ITB Berlin and at the 6th UNWTO Silk Road Task Force Meeting in Iran, Member States increasingly recognise and benefit from a spirit of cooperation and mutual exchange.

Throughout 2017 the Silk Road Programme continued on the successful path initiated the year before. Apart from annual events at ITB Berlin and WTM London, relevant meetings included the 7th UNWTO Silk Road Task Force Meeting in Valencia (March). Also, UNWTO, in cooperation with the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG Grow) of the European Commission (EC), entered a decisive phase in the development of the Western Silk Road with the successful organization of two Western Silk Road workshops in Greece (April) and Bulgaria (June), which will be followed by the release of a specialised handbook focused on this innovative project.

Highly animated by the encouraging response received from a broad range of tourism stakeholders, UNWTO will embark on a new transnational tourism initiative, the Maritime Silk Road, aimed at creating collaborative opportunities within this growing niche tourism market.

The UNWTO Silk Road Programme also enhanced its cooperation with UNESCO and WFTGA, especially in the planning and implementation of specialised training courses for heritage guides active across the Silk Road. In the key area of travel trends and market intelligence, UNWTO partnered with TripAdvisor to produce two specialised Silk Road publications, the *TripAdvisor Travel Trends for the Silk Road*. Based on two separate traveller online surveys conducted during 2016 and 2017, the reports contain valuable information on Silk Road traveller interests and motivations. Important partnerships that were also highly successful in raising awareness for the Silk Road as a unified tourism route were established with Pioneer Production, Discovery Networks International and BBC4. UNWTO joined strengths with these leading broadcasting companies to produce several Silk Road documentary series viewed by a very high audience worldwide.

### UNWTO Silk Road Programme Events

#### ***Creating new synergies between the Eastern and Western sections of the Silk Road***

**1st International UNWTO Western Silk Road Workshop in Alexandroupoli, Greece (26-27 April 2017) and 2nd Western Silk Road Workshop in Sofia, Bulgaria (27-28 June 2017)**

The city of Alexandroupoli in Greece hosted the 1st International UNWTO Western Silk Road Workshop. The event was jointly organized by UNWTO, the Ministry of Tourism of Greece and the region of Eastern Macedonia and Thrace. The workshop was the first practical step of an initiative,

developed by UNWTO in cooperation with the European Commission as part of the 'Enhancing the Understanding of European Tourism' Project. Three panels integrated the workshop that focused on the challenges and opportunities to develop the Western Silk Road as a trans-national tourism route, on the marketing potential of the Western Silk Road route, and on the practical steps needed to be taken to ensure the project's long-term success and viability. More information on the workshop in Greece available [online](#).

The event in Greece was followed by a second Western Silk Road Workshop in Sofia, Bulgaria (27-28 June 2017) that was jointly organized by UNWTO and the Ministry of Tourism of Bulgaria. With great participation and outstanding input, the workshop counted upon expert input in the areas of product development and tourism quality certification. Focused on the presentation and discussion of practical initiatives presented during a Western Silk Road speed-networking session, a highlight of the workshop was also the establishment of the Western Silk Road Working Group as an ad-hoc management structure that will allow the Western Silk Road to grow in a collaborative and unified manner. The input and recommendations submitted by the public and private tourism stakeholders attending both workshops will flow into the specialised Western Silk Road handbook, a document intended to guide the future step of the initiative. More information on the workshop in Bulgaria available [online](#).

### **Fomenting regional collaboration along the Silk Road**

#### **Silk Road Seminar for the Russian regions at Intourmarket 2017 (12 March 2017, Moscow, Russian Federation)**

The potential of tourism itineraries and products within the Russian regions of Silk Road centred the seminar held in cooperation with the Russian Federal Agency for Tourism and the Intourmarket Tourism Fair. The event was attended by representatives of the Russian regions and tourism stakeholders from the public and private sector. Moderated by Mr. Leonid Gelibterman, President of the International Center of Wine and Gastronomy of the Russian Federation, the UNWTO Affiliate member, the seminar highlighted the need to continue working towards the establishment of a trans-regional cooperation framework for the Russian regions on the Silk Road. More information on the Silk Road seminar available [online](#).

### **The UNWTO Silk Road Task Force convene in Europe for the first time**

#### **7<sup>th</sup> UNWTO Silk Road Task Force Meeting in Valencia, Spain (30-31 March 2017)**

Representatives from 24 countries convened in the Mediterranean city of Valencia, Spain, to discuss strategies and best-practice examples on how to adapt the Silk Road to the challenges and opportunities of the globalized tourism age. The 7<sup>th</sup> UNWTO Silk Road Task Force was jointly organized by the World Tourism Organization (UNWTO), the Agència Valenciana del Turisme and the Fundación Turismo València. Turkish Airlines supported the event and shared its actions in promoting route development and connectivity across the Silk Road. The discussions addressed the three pillars of the Silk Road Action Plan: i) marketing and promotion ii) destination management and capacity building and iii) travel facilitation. More information on the event available [online](#)

### **Silk Road Ministers meet at ITB to commit to sustainable development along the Silk Road**

#### **7<sup>th</sup> UNWTO Silk Road Ministers Meeting at ITB Berlin (8 March 2017)**

The 7<sup>th</sup> UNWTO Silk Road Ministers Meeting focused on how to foster sustainable tourism development along the Silk Road. Held within the framework of the International Year of Sustainable Tourism for Development 2017, 31 countries from the Silk Road and beyond exchanged best-practice on how to advance the contribution of tourism to the Sustainable Development Goals (SDGs). Moderated by Christa Larwood from the BBC, ministers and high level officials shared their views and experiences in promoting sustainable tourism, in areas of heritage protection, community participation, sustainable business practices and the development of niche tourism itineraries and products. Two

presentations, the celebration of the World Nomad Games in Kyrgyzstan and community integration in West Bengal (India), highlighted the potential and multiple benefits to be derived from a sustainable tourism path. Important input was also contributed by UNWTO Affiliate Member, TripAdvisor, who presented the findings of the TripAdvisor Travel Trends for the Silk Road 2017. More information on the event available [online](#)

**Enhancing tourism know-how along the Silk Road: Young Tourism Professionals exchange ideas and best-practices with Silk Road Tour Operators**

**6<sup>th</sup> UNWTO Silk Road Tour Operators Forum at ITB Berlin 2017 (9 March 2017)**

The UNWTO Silk Road Programme partnered with the Graduate Tourism Programme at Monash University to organize its annual UNWTO Silk Road Tour Operators Forum at ITB Berlin. The event focussed on sharing the latest tourism intelligence and know-how of tourism product marketing and contemporary selling strategies tailored to the millennials' market. Tour operators and other relevant tourism stakeholders had the chance to receive instant feedback on their tourism products and engage in discussions with young international industry professionals on potential marketing strategies and tourism packages. More information available [online](#)

**#SilkRoadNOW: Sharing the Experience! Seminar at the World Travel Market in London 2016 (8 November 2016; London, United Kingdom)**

In today's interconnected world, no marketing campaign can do without social media. Organized under the title "#SilkRoadNOW: Sharing the Experience", the Silk Road Seminar brought together National Tourism Organizations and social media marketing experts to discuss benefits, challenges, and best-practice examples of social media campaigning. UNWTO would like to thank WTM London and Travel Perspective for their support. More information available [online](#)

**Developing Niche Tourism Markets along the Silk Road: Nomadic Tourism and the potential of joint heritage**

**International Silk Road Conference on Nomadic Tourism and Sustainable Cities (Ulaanbaatar, Mongolia, 13-15 October 2016)**

The World Tourism Organization (UNWTO), together with the Ministry of Environment and Tourism of Mongolia and the World Cities Scientific Development Alliance (WCSDA), organized the International Silk Road Conference on Nomadic Tourism and Sustainable Cities in Ulaanbaatar, Mongolia. The conference gathered over 350 participants from over 20 Silk Road countries, including Ministers, Vice-Ministers and high-level officials from Silk Road Member States, official representatives from Silk Road regions, the sister UN Agency the United Nations Educational, Scientific and Cultural Organization (UNESCO) and UNWTO Affiliate Members, to address the potential of tourism initiatives focused on nomadic tourism and sustainable city tourism. More information available [online](#)

**UNWTO Silk Road Task Force commits to work on joint marketing, training, infrastructure development and visa facilitation**

**6<sup>th</sup> UNWTO Silk Road Task Force Meeting in Urmia, West Azerbaijan Province, Islamic Republic of Iran (22-25 April 2016)**

The Silk Road city of Urmia, in West Azerbaijan Province, Iran hosted the 6<sup>th</sup> UNWTO Silk Road Task Force Meeting, an event jointly organized by UNWTO, the Iranian Cultural Heritage, Handicrafts and Tourism Association (ICHTO) and the West Azerbaijan Province. The meeting focused on the three key pillars of the Silk Road Action Plan, and relevant input received by the Silk Road Task Force included: To develop a jointly shared Silk Road Mobile Application with relevant travel information of all participating Silk Road countries, including maps, images and relevant information on Silk Road heritage; to enhance the joint management of Silk Road heritage corridors through the unification of heritage guide and heritage protection standards, and the development of sustainable tourism products;



and to enhance the coordination among Silk Road countries to improve and facilitate travel across borders. More information available [online](#)

**Silk Road Ministers convene to express their strong support to Public-Private-Participation along the historic Silk Road routes**

**6th UNWTO Silk Road Ministers' Meeting at ITB Berlin 2016 (9 March 2016)**

Held under the title "Achieving Sustainable Growth through Public-Private-Partnerships", Silk Road Ministers and high officials discussed how PPPs can support developments in the areas of infrastructure, product development and marketing. At the meeting, UNWTO launched the Silk Road Action Plan for 2016/2017. More information available [online](#)

**Capacity building along the Silk Road**

**Empowering Inbound Silk Road Tour Operators and Guides through joint training and learning**

**5th UNWTO Silk Road Tour Operators Forum at ITB Berlin 2016 (10 March 2016)**

For the first time at ITB Berlin, UNWTO ran a 2 hour workshop designed to empower inbound Silk Road tour operators to better understand, engage and work with the international travel trade. The workshop, attended by 50 Silk Road Tour Operators, looked at the relationship between market presence and distribution on the Silk Road. The workshop was moderated and managed by Mr. Roger Grant, Director of the Great Southern Touring Route. More information available [online](#)

**UNWTO Workshop for Inbound Tour Operators (Almaty, Kazakhstan; 1 October 2016)**

Organized as part of the international conference "1000 years of Almaty on Silk Road: prospects for tourism", UNWTO, together with the Great Southern Touring Route of Australia and Chinese Friendly International, organized a training workshop for inbound tour operators. The workshop consisted of two sessions: Mr. Roger Grant, Director of the Great Southern Touring Route, hosted the first workshop focused on product development for tour operators active along Almaty-Bishkek-Kashgar corridor, while the second session was conducted by Dr. Kurt Grötsch, CEO of Chinese Friendly International, who shared his insights on how to engage and successfully attract the Chinese tourism market.

**Enhancing Silk Road Interpretation and Quality Guides Training (Almaty, Kazakhstan; 27 September-10 October 2016)**

As part of the Enhancing Silk Road Interpretation and Quality Guides Training Initiative, this training focused on improving heritage interpretation and guiding skills along the Silk Road. The UNWTO Silk Road Programme, together with the Tourism and Foreign Affairs department of the city of Almaty and the World Federation of Tourist Guides Association (WFTGA), organized a two-week training course attended by local participants from the public and private tourism sector. More information available [online](#)

**Silk Road Programme Tourism Development Project**

**Western Silk Road Tourism Development**

The Western Silk Road Tourism Development initiative is a joint UNWTO and EU tourism project focused on the development and diversification of the Western link of the Silk Road. The project aims to strengthen and diversify the tourism offer of the countries located along the Western link of the Silk Road through an innovative and transnational tourism strategy. Based on interlinking steps – a Western Silk Road research and two capacity building workshops out of which a collaborative platform and a roadmap is planned to evolve, the initiative will provide participating stakeholders with effective and competitive tools and resources to promote their destination. More information on the project can be found [online](#)



**Exploring the tourism potential of the Maritime Silk Road**

Based on strong Member State interest, the UNWTO Silk Road Programme has launched an exploratory research focused on the tourism impact of China's 21st Century Maritime Silk Road initiative, and its potential synergies with UNWTO's programme of work, as outlined in the Silk Road Action Plan. Apart from assessing the tourism impact of the 21st Century Maritime Silk Road, the exploratory research will centre on the potential development of transnational thematic maritime routes along the Asian Silk Road and beyond, both from a theoretical and practical perspective.

**Developing Marketing Intelligence for the benefit of Silk Road tourism stakeholders**

To address market intelligence gaps along the Silk Road, UNWTO partnered with UNWTO Affiliate Member TripAdvisor to produce the annual editions of the *TripAdvisor Travel Trends for the Silk Road*. Addressing the years 2016 and 2017, both publications provide insight into how consumers rate and research Silk Road countries on one of the world's largest travel websites. Based on consumer surveys that received over 18,000 respondents, research highlights that top interests while travelling the historic routes include visiting UNESCO World Heritage Sites, experiencing local gastronomy and attending local festivals and events. Both publications are available [online](#).

**Silk Road Collaborative Projects**

As a unique network of destinations linked by a common cultural heritage, the Silk Road presents significant opportunities for collaborative marketing and promotional initiatives. Over the years, UNWTO has collaborated with major international partners on numerous promotional activities to highlight the tourism potential of the Silk Road. UNWTO will continue to support destinations in their efforts to promote a collaborative marketing approach based on a shared set of values.

**“David Baddiel on the Silk Road”**

UNWTO Silk Road Programme was pleased to collaborate with Pioneer Productions and Discovery Networks International on the production of the four part series 'David Baddiel on the Silk Road', which started to air on 21 February 2016 on Discovery Channel UK. The series focuses on the cultural and historical significance of the Silk Road, and will showcase the stunning landscapes, historical landmarks and inspiring cultures of China, Kazakhstan, Kyrgyzstan, Uzbekistan, Turkmenistan, Azerbaijan, Georgia and Turkey. Discovery Channel has a reach of 2.8 billion global subscribers in more than 220 countries and territories. More information [online](#)

**BBC4 documentary on the Silk Road**

Hosted by renowned historian, Dr. Sam Willis, a two-episode documentary on the Silk Road was produced by the BBC4 in collaboration with UNWTO. Focused on the arts, heritage and culture of the Silk Road, the series features the Silk Road countries of Tajikistan, Uzbekistan, Iran, Turkey, Italy and China. With broadcasting started in May 2016, the programme will be seen both in the UK and by the 152 million subscribers in 120 territories on BBC World. More information [online](#)

**Silk Road Social Media Presence**

In an effort to bring together the international travel trade with an interest in the Silk Road and to enhance knowledge of the Silk Road as a unified tourism route, the UNWTO Silk Road Programme has created Silk Road profiles on the main social media site, including:

- [Silk Road Programme on Facebook](#)
- [Silk Road Programme on Vimeo](#)
- [Silk Road Programme on Flickr](#)
- [Silk Road Programme Tourism Network on LinkedIn](#)
- [Silk Road Programme on YouTube](#)

For more information on the UNWTO Silk Road Programme, please visit <http://silkroad.unwto.org> or write to [silkroad@unwto.org](mailto:silkroad@unwto.org)

## MANILA CALL FOR ACTION

### on

## Measuring Sustainable Tourism

We, the representatives of tourism, economic, environmental and other related administrations, statistical institutes, international and regional organizations, the private sector, the academia and civil society, gathered at the 6th UNWTO International Conference on Tourism Statistics: *Measuring Sustainable Tourism*, organized by the Government of the Philippines and the World Tourism Organization (UNWTO) on 21-24 June 2017 in Manila, the Philippines, and on the occasion of the International Year of Sustainable Tourism for Development, 2017:

1. Acknowledge that sustainable tourism contributes to the three dimensions of sustainable development – economic, social and environmental – and to the 17 Sustainable Development Goals (SDGs) of the universal 2030 Agenda for Sustainable Development, as affirmed by the United Nations (UN) General Assembly when announcing the adoption of the International Year of Sustainable Tourism for Development, 2017<sup>1</sup>.
2. Draw attention to the fact that tourism has become one of the fastest growing and most important economic sectors in the world, benefiting destinations and communities worldwide. With over 1.2 billion international overnight visitors and many more domestic visitors in 2016, the sector represents approximately 10% of the world's GDP and 1 in 10 jobs globally. This growth comes with the need to uphold the foundations of prosperity for tourism destinations: the rich natural resources of our planet and its diverse cultural heritage.
3. Recall that sustainable tourism is defined as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”<sup>2</sup>. Sustainable tourism should thus make optimal use of environmental resources, respect host communities and ensure viable, long-term economic operations so that benefits are equitably distributed among all stakeholders.
4. Recognize that sustainable tourism drives inclusive economic growth and social development by promoting entrepreneurship, creating jobs and fighting poverty, and can also encourage environmental protection, cultural heritage preservation, and stronger peace and mutual understanding around the world, whilst leaving no one behind.
5. Recall that with the adoption of several UN General Assembly resolutions on the importance of sustainable tourism as a tool for development<sup>3</sup> the need to better understand and track progress towards a sustainable global tourism sector is more pressing now than ever.
6. Are mobilized by the strong conviction that credible and comprehensive data on sustainable tourism is key for effective evidence-based policies and management in order to surmount current challenges and capitalize on opportunities thereof.
7. Appreciate the achievements made in tourism measurement over the past decades, in particular the two official UN statistical standards for measuring tourism adopted in 2008: the *International Recommendations for Tourism Statistics 2008*<sup>4</sup> and the *Tourism Satellite Account: Recommended Methodological Framework 2008*<sup>5</sup>. Together, these statistical frameworks enable countries to produce data that is credible and comparable –across countries, over time and in concert with other standards. These frameworks help integrate and organize data for the purposes of deriving indicators such as tourism GDP.
8. Advocate for the development of a Statistical Framework for Measuring Sustainable Tourism (MST Framework) that extends these frameworks beyond their economic focus in order to incorporate environmental,

social and cultural dimensions, across spatial levels (global, national and sub-national) and pay attention to temporal considerations.

9. Strongly believe that developing and implementing a MST Framework is the critical next step in understanding, analysing and supporting universal, cross-sectoral, sustainable tourism policies and practices that work from an integrated, coherent and robust information base.

10. Underline that the benefits of an MST Framework for decision makers and other stakeholders include:

- a. The provision of a common language for discussing sustainable tourism within the tourism sector and with other key policy areas such as planning, industry, infrastructure, environment, social affairs, finance and central banks;
- b. The capacity to compare the performance of the tourism sector and the impacts of different policies on a consistent basis with other sectors and in different destinations and countries;
- c. The provision of a basis for improving co-ordination in data collection and compilation, as well as for improving institutional arrangements for the governance and management of statistics on sustainable tourism;
- d. The provision of a single, coherent and comprehensive picture of the state of sustainable tourism and its trends, in all its dimensions and across all spatial scales.

11. Welcome the preliminary draft of the MST Framework as a launch pad with which to further the global discussion, and appreciate the significant progress achieved to date through pilot studies and other relevant work at international, national and subnational, including local levels, presented at this Conference. This reaffirms our conviction that an MST Framework is not only highly relevant but also feasible and most welcome.

12. Emphasize that information from the Framework will improve our ability to inform on vital and urgent policy questions on sustainable tourism; including questions such as:

*How can the use of energy, water and other resources be optimized?*

*What are the trends in land use (including water and coastal areas) for tourism purposes?*

*What is the waste water and solid waste resulting from tourism activity and how is it dealt with?*

*What is the impact of visitors on cultural and heritage sites and how do they affect their preservation?*

*How to plan infrastructure needs with regards to transport, water, energy, treatment of waste and wastewater due to changing tourism patterns?*

*How is the tourism concentration in mature destinations evolving over time?*

*How do local communities benefit from tourism and how are they impacted by it?*

*What activities are being undertaken by tourism industries to maintain protected areas and other natural features (national parks, beaches) in good condition?*

*How does the environmental performance of the tourism sector compare to other sectors?*

13. Acknowledge that designing and implementing an MST Framework is a priority in the context of measuring progress towards achieving the Sustainable Development Goals (SDGs) and in response to the needs of governments and tourism stakeholders.

14. Recall that the United Nations recognizes UNWTO as the appropriate organization to collect, analyze, publish, standardize and improve the statistics of tourism globally, and to promote the integration of these statistics within the sphere of the UN system.

15. Appreciate the work of UNWTO as the leading UN Specialized Agency for tourism in leading the development of an MST Framework through the Working Group of Experts on Measuring Sustainable Tourism, under the auspices of the UNWTO Committee on Statistics and Tourism Satellite Account, and in close cooperation with relevant partners and experts.

16. Welcome the support from the UN Statistical Commission<sup>7</sup>, the highest decision-making body in statistics globally, in developing a Statistical Framework for Measuring Sustainable Tourism that includes indicators for sustainable tourism, measurement at sub-national level and pilot projects, as well as the development of a

compilation guide for the Tourism Satellite Account and a technical note linking the Tourism Satellite Account and the System of Environmental-Economic Accounting.

17. Call upon all actors to facilitate the necessary means and resources for the development and subsequent in-country implementation of the MST Framework, noting the opportunities to tap into the richness of data currently available and identifying gaps for producing any additional data that may be needed.

18. Stress the need for building capacity towards measuring sustainable tourism, taking into account the constraints and challenges of implementing statistical systems in developing countries.

19. Recognize that with regard to data collection all possible sources should be taken into account, including census, survey-based, administrative and big data.

20. Encourage that the Statistical Framework for Measuring Sustainable Tourism be presented to the United Nations Statistical Commission for its consideration in the UN Statistical Commission's fifty-first session, to be held in 2020.

21. Emphasize that, beyond being a technical exercise, the development and implementation of an MST Framework is a strategic and ongoing endeavour, requiring wide and consistent stakeholder engagement, collaboration, inter-institutional coordination and political leadership.

22. Welcome the establishment by UNWTO of a special funding mechanism through voluntary contributions for the purpose of further development and implementation of the Statistical Framework for Measuring Sustainable Tourism<sup>8</sup>.

During this 6th International Conference on Tourism Statistics: *Measuring Sustainable Tourism* in Manila, Philippines, we unite political commitment and gather technical expertise to **call for the development and implementation of the Statistical Framework for Measuring Sustainable Tourism** that includes economic, environmental and social dimensions across relevant spatial levels (global, national and subnational). We call upon other governments and administrations at national and sub-national levels, international organizations, academia, private sector organizations and civil society to join our efforts.

We extend our sincere gratitude to our host, the Government of the Philippines, for its warm hospitality and excellent support and arrangements for the organization of the Conference, as well as its significant contribution to advancing the sustainable tourism agenda as a driver for sustainable development.

Manila, Philippines, 23 June 2017

1 UN General Assembly resolution A/RES/70/193 adopted on 22 December 2015. See <http://statistics.unwto.org/mst> for further information and for links to the documents mentioned in this call for action.

2 *Making Tourism More Sustainable - A Guide for Policy Makers*, UNEP and UNWTO, 2005.

3 For example, resolutions A/RES/69/233 (19 December 2014) and A/RES/71/240 (21 December 2016) both of which encouraged the promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection, as well as resolution A/RES/70/1 (25 September 2015) on Transforming our World: the 2030 Agenda for Sustainable Development, which adopted the 17 Sustainable Development Goals.

4 Approved by the United Nations Statistical Commission at its 39th session (26-29 February 2008): <https://unstats.un.org/unsd/tradeserv/tourism/manual.html>. It revises and replaces the previous 1993 Recommendations on Tourism Statistics (1993 RTS) adopted by the Commission in 1993.

5 Approved by the United Nations Statistical Commission at its 31st session (29 February-3 March 2000) and replaced with the TSA: RMF 2008 (<https://unstats.un.org/unsd/tradeserv/tourism/manual.html>) at its 39th session (26-29 February 2008). The recommendations represent an update of a common conceptual framework for the design of the tourism satellite account that had been initially set up in 2000 by an Inter-secretariat Working Group convened by the United Nations Statistics Division, with the participation of the Statistical Office of the European Communities (Eurostat), the Organisation for Economic Co-operation and Development (OECD) and the World Tourism Organization (UNWTO).

6 Resolution A/RES/58/232 adopted by the United Nations (UN) General Assembly on 23 December 2003.

7 At its 48th Session (7-10 March 2017) during the discussion on the [Report of the World Tourism Organization on tourism statistics](#) and contained in Decision 48/115.

8 Such a special funding mechanism would operate under UNWTO's Financial Rules and Regulations.

## **UNWTO Resource Mobilization Strategy**

Supporting Members to achieve the  
Sustainable Development Goals through  
sustainable, responsible and universally  
accessible tourism

July 2017

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## Introduction

In the interest of advancing responsible, sustainable and universally accessible tourism worldwide, UNWTO requires additional resources. This will enable UNWTO to better support its Members, and the tourism sector at large, in ensuring a sustainable and ethical tourism development, while at the same time in achieving the 2030 Agenda for Sustainable Development. Developed at the request of UNWTO Member States<sup>1</sup> and as outlined in the White Paper of the Organization this Resource Mobilization Strategy sets out how the Organization can mobilize more and “better” resources – that is, resources that are less stringently earmarked, less short-term and not burdensome. The strategy includes in-depth analyses of UNWTO funding from 2009 and 2016, as well as an overview of potential sources of funding. It outlines the areas in which additional resources are needed and establishes three different scenarios for resource mobilization. The best-case scenario is based on an annual increase of 20% of voluntary contributions, as well as an increase of membership of 1 member per year (in both 2018 and 2019).

The strategy outlines six lines of actions and 19 recommendations that shall guide the future work of UNWTO in mobilizing additional resources. It aims to enhance the capacity of the Organization, but also serves to build increased awareness and ownership of resource mobilization by Member States.

Building on the outcomes of the Working Group on Official Development Assistance<sup>2</sup>, as well as in-depth internal and external consultations, this strategy is presented to the 22<sup>nd</sup> UNWTO General Assembly in Chengdu, China for endorsement.

<sup>1</sup> As outlined in the Organization’s Programme of Work and budget for 2016-2017.

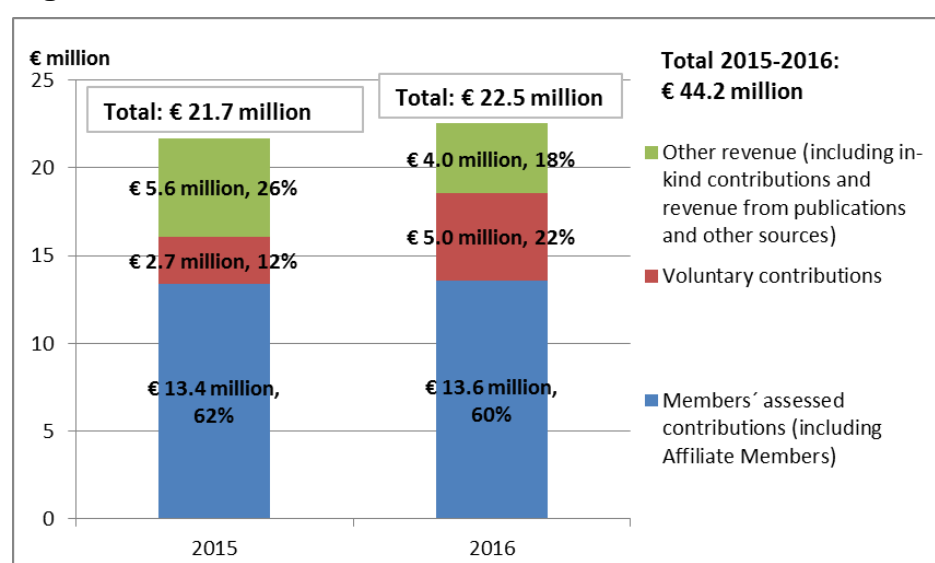
<sup>2</sup> This Working Group was established in order to reflect on the mobilization of ODA for the Organization. ODA is public concessional support from a country to a developing country, for the purpose of economic development and welfare (see also: <http://www.oecd.org/dac/stats/officialdevelopmentassistancedefinitionandcoverage.htm>).

## 1. UNWTO and its resources

### A. Where does UNWTO get its resources from?

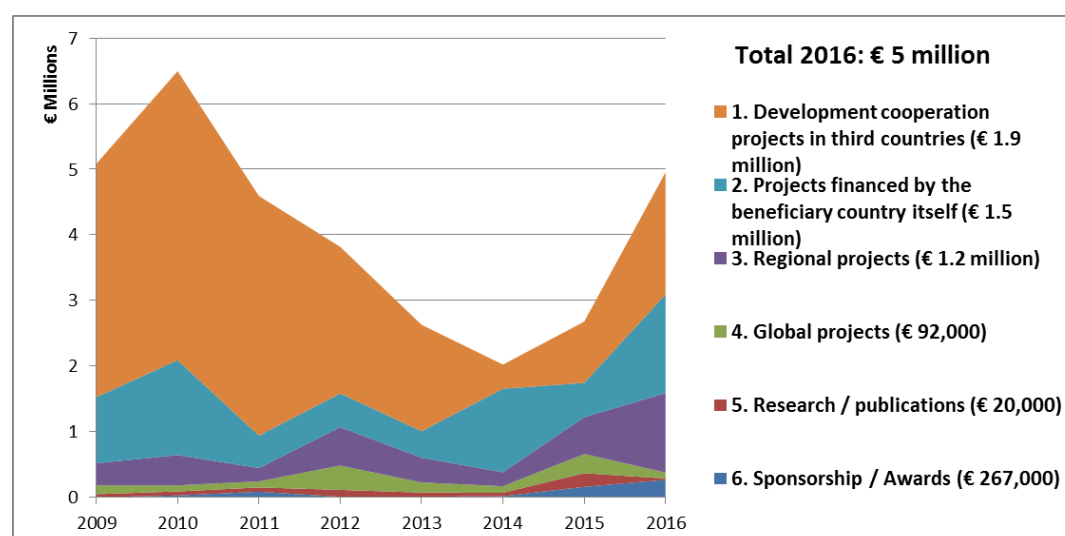
Like other relatively small UN specialized agencies (see Annex 3), UNWTO is principally financed through assessed contributions in the form of membership fees (Figure 1) that tend to come from line ministries (e.g. Ministries of Tourism or Ministries of Economy). While UNWTO also receives voluntary contributions, income from this source has fluctuated significantly over the past eight years (Figure 2). Larger UN agencies receive markedly more voluntary funding than smaller agencies, mostly for the purposes of development cooperation. These voluntary contributions generally come from donor agencies or Ministries of Foreign Affairs, rather than the respective line ministries.

**Figure 1. UNWTO Revenue 2015-2016**



Source: UNWTO/IRRM, based on UNWTO financial reports and audited Financial Statements for the years 2015 and 2016, ending on 31 December of each year.

**Figure 2. Voluntary Contributions by Purpose, 2009-2016**



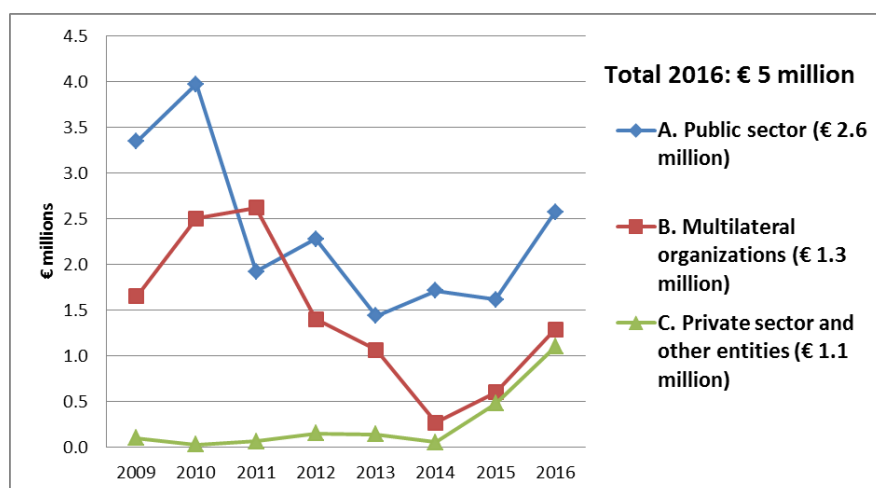
Source: UNWTO/IRRM.

Of the total voluntary contributions received between 2009 and 2016, 58% were for development cooperation projects in “third” countries, that is, countries other than donor countries or agencies. 22% were geared towards projects financed by the countries in which they were implemented and 12% were for regional projects. Global projects, research/publications and sponsorships/awards each contributed between 2% and 4% of these voluntary contributions.

The high level of voluntary contributions received between 2009 and 2011 was mainly due to projects financed by the Millennium Development Goals Achievement Fund (MDG-F) (EUR 5 million) and by the German Government on energy efficiency in Indonesia and Thailand (EUR 1.7 million). Key projects and their funding sources for the 2009-2016 period are listed in Annex 1.

Table 1 reveals that 58% of the voluntary contributions received between 2009 and 2016 came from the public sector, followed by multilateral organizations (36%) and other sources, including the private sector (6%). Figures for 2017 are not yet available, although a continued upward trend in contributions from the private sector is expected. This is largely due to sponsorships for the International Year of Sustainable Tourism for Development (IY2017) and for the UNWTO General Assembly in Chengdu, China.

**Figure 3. Voluntary Contributions by Type of Source, 2009-2016**



Source: UNWTO/IRRM.

**Table 1. Voluntary Contributions by Type of Source, 2009-2016**

Type of source	Total 2009-16 (in € millions)	% of total
<b>A. Public sector</b>	<b>18.8</b>	<b>58%</b>
1. Central government (e.g. governments of Japan, Egypt, Spain)	15.8	49%
<i>Government of the Republic of Korea</i>	3.6	
<i>Government of Germany</i>	3.4	
2. Decentralized public administrations (e.g. Province of Punjab, India)	3.0	9%
<i>Government of China</i>	1.5	
<b>B. Multilateral organizations</b>	<b>11.4</b>	<b>35%</b>
3. UN Development Programme (UNDP)	4.1	13%
4. Millenium Development Goals-Fund and other UN Trust Funds	4.9	15%
5. Other UN agencies (e.g. UN Office of Project Services - UNOPS)	0.6	2%
<i>UNIDO - UN Industrial Development Organization</i>	0.4	
6. Other multilateral organizations (World Bank, RETOSA, EBRD)	1.8	6%
<i>European Commission</i>	1.3	
<b>C. Private sector and other entities</b>	<b>2.1</b>	<b>6%</b>
8. Private companies (e.g. Port Aventura Entertainment)	1.3	4%
<i>Guangzhou Chimelong Group</i>	0.8	
<i>Union Pay International</i>	0.2	
8. Private foundations (e.g. Fundación ONCE)	0.3	1%
<i>Fundación EuropaMundo</i>	0.1	
10. Others (civil society, networks, research institutes etc.)	0.5	1%
<i>GTERC - Global Tourism Economy Research Centre</i>	0.1	
<b>Total</b>	<b>32.3</b>	<b>100%</b>

Source: UNWTO/IRRM.

Table 2 presents voluntary contributions by thematic area, identifying “tourism for sustainable development”, “the environment”, “tourism policy”, “ethics and culture” and “hotel classification systems” as key focal areas.

**Table 2. Voluntary Contributions by Thematic Area, 2009-2016**

Thematic area	Contributions in € millions
Tourism for sustainable development projects not covered in other areas	9.2
Tourism policy	4.3
Environment (biodiversity, energy efficiency, climate change, ecotourism, protected area development)	4.2
Culture and ethics	3.6
Hotel classification systems	3.6
Promotion campaigns, fora, conferences	1.8
Human resources & SME development	1.0
Destination management	0.7
Statistics	0.5
Research	0.3
Other / regional / unknown	2.9
<b>Total</b>	<b>32.3</b>

Source: UNWTO/IRRM.

## B. What are additional resources needed for?

UNWTO's activities are guided by a Programme of Work (PoW), elaborated on a biennial basis and approved by its Member States. In this framework, certain priorities are highlighted for each PoW cycle and relevant resources allocated to these. In addition to these priorities, each UNWTO Programme (the name of UNWTO departments) produces a broad range of deliverables, the amount of which depends on the availability of financial resources.

With each passing year, UNWTO faces increased and more diversified demands for support from its Members. In order to adequately respond to these demands while fully implementing its Programme of Work, the Organization needs to expand and strengthen its outputs and products. To do so, it must increase its funding capacity.

UNWTO's PoW for the 2018-2019 period outlines the following strategic objectives for the Organization: i) improving the competitiveness and quality of the tourism sector; and ii) promoting sustainability and ethics in tourism development. Advancing "tourism for development" was also identified as a priority for the Organization's Members, based on the findings of a recent Members' survey.

To meet these three overarching objectives and the three priorities as approved by Member States of i) Promoting safe and seamless travel, ii) enhancing the role of technology in tourism, and iii) placing sustainability at the heart of tourism development and promoting the role of sustainable tourism in development, UNWTO's Programmes will develop outputs and products that broadly fall into three categories:

### 1. Technical cooperation and capacity building<sup>3</sup>

While UNWTO has wide-ranging experience of spearheading technical cooperation, the current level of demand by Member States surpasses the Organization's financial capacity to respond to many of their needs. Member States require support in a range of areas, such as Tourism Master Plans, statistical capacity, destination management, human resources, marketing and promotion, energy efficiency, biodiversity, working with the private sector and education, among others. In particular these individual requests for technical cooperation in the various fields need specific attention with regards to resource mobilization efforts that shall focus on bilateral and multilateral financing institutions at large.

### 2. Sharing knowledge, experiences and building capacity<sup>4</sup>

UNWTO needs to support its Members through customized policy recommendations, as well as by facilitating the exchange of knowledge and experiences between and among countries and other tourism stakeholders on a variety of issues, including but

<sup>3</sup> The following UNWTO Programmes are involved in these areas: Technical Cooperation; all Regional Programmes; the Themis Foundation; Affiliate Members; Destination Management; and the Sustainable Development of Tourism.

<sup>4</sup> Alongside the Programmes specified in the preceding footnote, this category will involve all UNWTO Regional Programmes and its Programmes on Communications; Institutional Relations and Resource Mobilization; Affiliate Members; Special Field Projects; the Themis Foundation; and UNWTO's New York and Geneva Liaison Offices.

not limited to “**seamless and safe travel**” and “**sustainability, responsibility and accessibility in tourism**”.

In particular the Sustainable Development Goals and the prominent role that tourism can play in their achievement are a unique opportunity to further ensure the leading role of UNWTO among public and private tourism stakeholders by providing guidance and knowledge. For this purpose, *inter alia*, research on linkages between tourism and each of the goals, as well as the role of each stakeholder and advocacy efforts are essential. In this context, research, publications, conferences, awards and partnerships with private and public tourism stakeholders offer important platforms for exchanging knowledge and strengthening awareness and providing leadership.

### 3. Data, research and guidance<sup>5</sup>

The expansion of the tourism sector in a rapidly evolving global context makes the need for timely, accurate research especially acute. In order to provide further guidance to the tourism sector the Organization needs to increase its work on in-depth statistics and collection and research on data that are required in a number of areas, including:

- *Measuring sustainable tourism*: In the SDG era, evidence on tourism’s impact on the social and natural environment is sorely needed. Developing a statistical measure requires extensive work on methodology, including through pilot studies with UNWTO Members. UNWTO’s experience with Observatories can contribute to this end.
- *Technology and tourism*: The surge of innovative companies that use technology to link customers with tourism service providers poses challenges for national legislation and creates concerns regarding the distortion of fair competition. Research should form the basis for policy recommendations in this field, while it shall also ensure that technology in tourism is aimed at development for all.
- *Conventions on Tourism Ethics and the Protection of Tourists*: UNWTO’s collaboration with tourism stakeholders to develop these two conventions requires dialogue and negotiations informed by evidence-based research. Following the adoption of these conventions, significant work and resources will be required to facilitate monitoring and implementation.

#### C. How much resources are needed?

Although UNWTO’s core budget allows for the implementation of its 2018-2019 PoW, it does not offer the flexibility to truly respond to the specific needs of its Members and new trends emerging across the global tourism sector. In order to better understand the scale of additional resources required to this end, the Organization conducted an analysis of funding needs as outlined below.

<sup>5</sup> Within UNWTO, *inter alia*, the following Programmes are working on products in this category: Sustainable Development of Tourism; Statistics, Trends and Policies; Destination Management; and Ethics and Social Responsibility.



In € millions	2016***			2018			2019		
Scenarios	Assessed*	Voluntary	Total**	Assessed	Voluntary	Total	Assessed	Voluntary	Total
Best-case	13.6	5.0	18.5	13.8	5.9	19.8	14.4	7.1	21.5
Medium				13.6	5.4	19.1	14.2	6.0	20.2
Basic				13.6	5.0	18.6	14.0	5.1	19.0

\* Includes assessed contributions by Member States, Associate Members and Affiliate Members.

\*\* The total including other revenue was € 23 million.

\*\*\* Figures on the running year, 2017, are not available.

	2018 (increase over 2016)		2019 (increase over 2018)	
Scenarios	Assessed*	Voluntary	Assessed*	Voluntary
Best-case	+ 1 member	+ 20%	+ 2 members	+ 20%
Medium	As in PoW	+ 10%	+ 1 member	+ 10%
Basic	As in PoW	+ 1%	As in PoW	+ 1%

\* additional revenue of a member is estimated at € 200,000.

1. **Best-case scenario:** This budget would enable the Organization to wholly fulfil its mandate and respond to the current level of requests for support by Member States.
2. **Medium scenario:** This budget would entail a significant increase in the Organization's capacity to fulfil its mandate. It would also enable the Organization to respond to more, but not all, requests for support by Member States.
3. **Basic scenario:** This budget would enable the Organization to maintain its current capacity and address a very limited number of pressing issues which it has not been able to sufficiently address in the past.

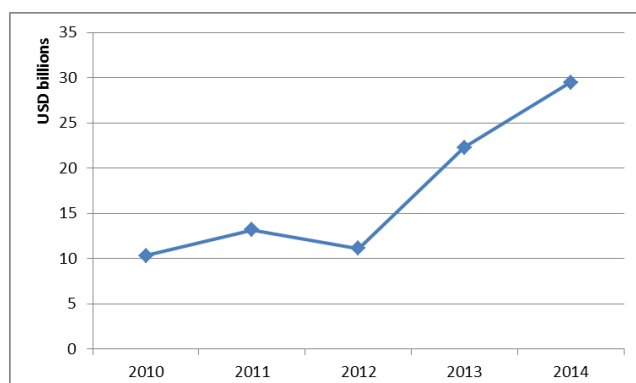
## 2. Sources of International Financial Support

International cooperation is chiefly funded by three sources: i) bilateral donor agencies/governments, ii) multilateral banks and organizations, and iii) private foundations and companies. This section outlines especially significant funding sources (donors) for the purposes of this Resource Mobilization Strategy.

### Bilateral donors

Bilateral development agencies/governments finance both Official Development Assistance (ODA) and South-South Cooperation. Net ODA from Members of the OECD Development Assistance Committee (DAC)<sup>6</sup> has doubled in real terms since 2000, reaching USD 143 billion in 2016. An even more prominent increase has been observed in South-South Cooperation, provided by emerging economies (Figure 4).

**Figure 4. Development Cooperation by Ten Key Emerging Providers: Brazil, China, India, Kuwait, Mexico, Qatar, Russia, Saudi Arabia, Turkey and the United Arab Emirates.**



Source: UNWTO, based on the OECD Working Paper (2017) "Emerging Providers' International Co-operation for Development".

While **ODA spent on the tourism sector** remains very low, it has risen steadily over the past 15 years (see Table 3). Leading donors of ODA for tourism between 2010 and 2015 were Japan, the United States, New Zealand, France and the United Arab Emirates. Annex 2 provides a list of 28 donor countries which spent over USD 200,000 each on ODA for tourism during the 2000-2015 period.

**Table 3. Five-year Averages of Bilateral ODA for Tourism**

	2001-05	2006-10	2011-15
Average annual bilateral ODA for tourism (USD millions)	29	73	125
% of total bilateral ODA specified by sector	0.06%	0.10%	0.14%

Source: UNWTO/IRRM, based on OECD-DAC statistics.

<sup>6</sup> The following countries are currently members of the DAC: Australia, Austria, Belgium, Canada, the Czech Republic, Denmark, the European Union, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Japan, the Republic of Korea, Luxembourg, the Netherlands, New Zealand, Norway, Poland, Portugal, the Slovak Republic, Slovenia, Spain, Sweden, Switzerland, the United Kingdom and the United States.

### Multilateral organizations

The United Nations system administers a range of **Multi-Partner Trust Funds (MPTFs)** and Joints Programmes for specific geographical and/or thematic areas, which are implemented by UN agencies. In 2015 alone, 68 partners contributed nearly USD 700 million to these MPTFs and Joint Programmes. The **SDG Fund**, a leading MPTF, was created in 2014 to support sustainable development activities through multidimensional joint programmes. As such, it is a particularly relevant source of potential financing for UNWTO's outputs around sustainable tourism.

The **European Union** – as the biggest multilateral donor of ODA - finances projects within the EU and in developing countries through various funding mechanisms. UNWTO has successfully experienced working with DG GROWTH, DG DEVCO and the Executive Agency for Competitiveness & Innovation. EU funding has a key value and importance, as it is as well contributing to strengthen the capacity to deliver the PoW of the Secretariat. A more strategic approach can allow leveraging financial resources on a regular basis for the UNWTO PoW. However, specific competence and skills are required for working with the EU, which implies significant administrative and reporting tasks.

Of the nine leading multilateral donors for tourism, the majority are **multilateral development banks** (see Annex 2). These banks provide large-scale loans for infrastructure projects related to tourism, frequently combined with a focus on technical cooperation.

### Private sector

Sponsorships and awards are important means of mobilizing additional resources from private enterprises. Beyond this, companies, private foundations and civil society organizations are increasingly interested in financing development cooperation projects or related research initiatives.

Working with the private sector is not only about mobilizing resources, but also about supporting sustainable and responsible policies by companies, especially in the tourism sector, through Corporate Social Responsibility.

### 3. Six Lines of Action for Resource Mobilization

This Strategy proposes six key lines of action and corresponding recommendations for resource mobilization during the 2018-2019 period. Each proposal is based on rigorous analysis of UNWTO's current resources and anticipated resource needs, an understanding of the leading sources of international financial support, and an internal assessment of UNWTO's strengths and weaknesses, alongside the opportunities and challenges it faces.

#### Action 1: Broaden and consolidate relations with donor countries

**Recommendation 1:** Focus on the high-level relations of senior management to establish and consolidate long-standing cooperation agreements replete with necessary funding.

UN agencies' resource mobilization efforts tend to be led by senior managers and heads of agency, given their ability to liaise with decision-makers in donor countries and leading bilateral agencies. As such, they have the opportunity to build strong, face-to-face relationships between their agencies and a range of donors. Partnerships with donor countries are often built around regular bilateral meetings and multi-year collaboration agreements which outline the resources required for executing these agreements, and entail clear Results Frameworks with which to implement and monitor the execution of resources. UNWTO's senior management will pursue high-level efforts to create and reaffirm such collaboration agreements with donors worldwide.

**Recommendation 2:** Approach non-Members on specific issues, for instance on tourism's important potential contribution for achieving the global 2030 Agenda and the 17 SDGs, while advancing measurement issues.

Many high-income countries are not Members of UNWTO. To encourage these countries to become Members, the Organization should continue to approach them at the highest level and explain the advantages of membership. A joint letter by the UN Secretary-General and the UNWTO Secretary-General could be a way of emphasizing the importance of UNWTO membership for achieving the SDGs while outlining the ways in which membership is a logical consequence of being part of the UN family.

**Recommendation 3:** Leverage UNWTO's inclusion on the OECD-Development Assistance Committee's list of international organizations eligible to receive Official Development Assistance.

After the recognition of bilateral funding (voluntary contributions) to the UNWTO as ODA in 2011, the UNWTO has been included in the list of ODA-eligible international organizations in July 2017. This is a good opportunity to approach several high-income countries for i) considering UNWTO membership now that membership fees (assessed contributions) can be financed from their ODA budgets, and ii) funding UNWTO projects on the ground.

**Recommendation 4:** Engage in a regular dialogue with selected development agencies from traditional donor countries and emerging economies at both headquarters and field-level.

At present, UNWTO has limited contact with donor agencies, both due to the Organization's limited resources and the fact that tourism is not a priority for most development organizations. Thus, UNWTO should directly approach donors that currently finance tourism development projects or projects related to tourism. Inviting donor agencies to UNWTO conferences and Regional Commission meetings are useful ways of involving them in the Organization's work. In addition, UNWTO might assume the role of providing information and advocacy efforts among bi- and multilateral agencies to increase funding to tourism activities, given its strong development effect.

**Recommendation 5:** Activate the Tourism for Development Facility (see the box below) by creating a campaign and using it to engage donors.

UNWTO's "products" need to be presented in a way that attracts donor funding, including through the Tourism for Development Facility, a dedicated fund for using in achieving growth and sustainable development through tourism. This Facility is also seen as a way of the activities started during the International Year of Sustainable Development that aimed to raise awareness on tourism as a tool for development and achieving the 2030 Agenda. This in combination with concrete activities on the ground will further enhance UNWTO's leading role in ensuring a sustainable tourism sector for development.

**Recommendation 6:** Promote Member States' requests and project proposals by engaging alongside them in dialogues with potential donors for funding purposes.

Resource mobilization efforts are greatly strengthened by jointly presenting proposals with the Governments that stand to benefit from prospective funding. By jointly approaching donors in this way, UNWTO will also help to strengthen the link between developing countries' needs and donor countries' funding priorities.

#### **Box 1. The Tourism for Development Facility (TDF)**

UNWTO Member States highlighted "tourism for development" as a key priority for the Organization's 2018-2019 Programme of Work. The TDF was endorsed by the UNWTO GA in 2015 and resulted from a recommendation from the Executive Council Working Group on ODA that requested to mobilize resources for this area. The TDF will also further leverage the activities carried out during the International Year of Sustainable Tourism for Development, 2017 during the coming years.

Donors can earmark funding for a particular project or thematic programme, which might range from research and knowledge creation to projects on the ground. This offers donors the opportunity to address specific priorities in connection with recipient countries, but affords less flexibility to UNWTO in terms of addressing developing countries' needs. Alternatively, donors may choose to "loosely" **earmark their funding**, either thematically or geographically, or provide **funding that is not earmarked**, thus enabling the Secretariat to respond to emerging needs in a flexible and timely manner.

The thematic areas of the TDF correspond to the five key pillars of the International Year of Sustainable Tourism for Development (IY2017) and activities are aligned with the outcomes of the "Tourism for Development Report (2017)" that includes recommendations on necessary changes in policies, business practices and business behavior.

(1) Sustainable economic growth;

- (2) Social inclusiveness, employment and poverty reduction;
- (3) Resource efficiency, environmental protection and climate change;
- (4) Cultural values, diversity and heritage; and
- (5) Mutual understanding, peace and security.

These areas and the format of the TDF may be revised to further **align them to donors' priorities** (e.g. Least-Developed Countries, South-South Cooperation), **to the SDGs** (e.g. SDG indicator 12.b.1: "Number of sustainable tourism strategies or policies and implemented action plans with agreed monitoring and evaluation tools") or **to UNWTO technical assistance services** (e.g. statistical capacity building, implementing tourism master/action plans, etc.).

The TDF should become a standard part of dialogue with donors. To this end, UNWTO will develop a brochure and campaign to support the promotion of the TDF.

## Action 2: Strengthen relations with the UN, the EU and multilateral development banks

**Recommendation 7:** Strengthen relations at the field-level, especially during missions, with UN Resident Coordinators, EU/DEVCO delegations and Country Directors of the World Bank and/or Regional Banks.

Multilateral agencies increasingly take funding decisions at the field-level, as do a significant proportion of bilateral agencies. Therefore, it is essential that UNWTO establishes field-level contacts. As a first step, these should be included in staff members' job descriptions/objectives. A specific standard section on such contacts and resource mobilization issues should be included in the internal UNWTO Back-to-Office Reports.

### *The United Nations*

**Recommendation 8:** Explore opportunities with UN Resident Coordinators in terms of projects in specific countries, while only engaging in UN Development Assistance Frameworks (UNDAFs) in selected cases given their resource-intensive nature.

In 2014, 57 of UNWTO's 106 Members with an active UNDAF mentioned tourism. Nevertheless, for a non-resident agency like UNWTO, engaging in a UNDAF would require additional resources (competence, financial and human resources) from the Secretariat. In most cases, it would be more feasible for UNWTO to engage in specific technical cooperation projects without becoming part of UNDAFs. UN Resident Coordinators, who lead the UN system's work at the country-level, should be made aware of UNWTO's technical cooperation portfolio in order to address countries' needs in the tourism sector.

**Recommendation 9:** Continue to explore opportunities for joint projects with other UN entities and other International Organizations – particularly the United Nations Development Programme (UNDP), the International Trade Centre (ITC), the International Labour Organization (ILO), UN Women, UN Environment and others.

Between 2009 and 2015, 32% of voluntary contributions secured by UNWTO stemmed from the United Nations system. The bulk of such funding was geared



towards implementing MDG Fund and UNDP projects. The SDG Fund (SDG-F), the MDG Fund's successor, could be a potential source of future funding. SDG-F projects should involve at least one other UN agency and require co-financing from all implementing agencies. Joint fundraising for specific, jointly identified projects is an important option that should be followed-up on.

UNWTO's Geneva Liaison Office is in a strategic position to leverage resources with Geneva based UN entities, Bretton Wood Institutions, including the World Trade Organization (WTO) and the International Trade Center (ITC). Tourism, as trade in services is increasingly been recognized by Aid for Trade (AfT) donors in Geneva. A strategic partnership with the ITC facilitates UNWTO's engagement for delivering tourism projects. Additionally, since 2013, UNWTO is a Board Member of the Enhanced Integrated Framework (EIF). Because of tourism's important role in international trade and for LDCs the EIF is dedicating substantial resources for tourism.

UNWTO shall further augment its collaboration with other UN agencies by building on existing initiatives like the 10YFP Global Action for Sustainable Consumption and Production framework with UN Environment. The Organization shall continue exploring possibilities for developing new initiatives with agencies like the ILO and UN Women.

#### *The European Union*

**Recommendation 10:** Build upon previous EU-funded UNWTO projects – such as Hotel Energy Solutions, the Nearly- Zero- Energy Hotels, the EU DEVCO study on “Sustainable Tourism for Development”, and the Directorate General (DG) Growth project on “Enhancing the Understanding of European Tourism” – and seeking to continue these established forms of collaboration.

Past experiences with EU projects have proven to be beneficial in delivering the PoW of the Secretariat, for both European member states and developing member states. It is essential to develop internally the necessary skills for managing EU funds. Further strategic consideration should be given by the Secretariat, in creating a pool of expertise to leverage EU funding, bearing in mind the high work intensity for financial and technical management. Additional funding from the EU would enable a number of deliverables that would otherwise not be achievable. Establishing a Financial and Administrative Framework Agreement (FAFA) or Pillar Assessed Grant and Delegation Agreement (PAGODA) between the EU and UNWTO would facilitate collaboration. At the same time it is important to assess legal and other administrative issues regarding EU-funded projects on a case-by-case basis before engaging in calls for proposals, or in the elaboration of fully-fledged project proposals. As collaboration with the EU entails significant reporting, co-financing and administrative responsibilities, these specific issues must continue to be clearly identified before UNWTO seeks EU-funding for specific projects.

#### *Multilateral Development Banks*

**Recommendation 11:** Offer specific UNWTO expertise for projects – such as the methodology on tourism statistics, travel facilitation and crisis communication – while using the Organization's comparative advantage as a unique selling point.

Although UNWTO has long-standing relations with the **World Bank**, the **European Bank for Reconstruction and Development (EBRD)** and the **Inter-American Development Bank (IDB)**, few concrete cooperation projects have been undertaken in the field.

The World Bank administers several global funds, including the Green Climate Fund, the Global Environment Fund, the Global Agriculture and Food Security Program, and the Global Infrastructure Facility (GIF). These funds mobilize significant resources, yet tend to work through implementing agencies (often UN agencies) to carry out initiatives on the ground.

UNWTO could consider requesting the status of an eligible implementing agency for a number of these global funds. However, it may often be more conducive to join as an associate, in collaboration with another eligible agency. In this capacity, UNWTO would provide technical assistance for specific elements of a project. For example, between 2009 and 2014, UNWTO provided technical support services for the Collaborative Actions for Sustainable Tourism (COAST) Project, wherein UNIDO was the implementing agency for funding from the Global Environment Facility.

### Action 3: Intensify engagement with the private sector

**Recommendation 12:** Build on the Affiliate Members Programme and other sponsorship arrangements – such as those established through the International Year (IY2017) – to intensify partnerships and seek project funding.

UNWTO has a strong track record of cooperation with the private sector, particularly through its Affiliate Members Programme. Through the IY2017, the Organization has worked to evoke a number of sponsorship agreements with private sector entities (about forty as of July 2017). Harnessing the Organization's experience in this area will help to broaden these efforts.

Sponsorships may also be a starting point for further collaboration, for example, on research or project financing. Innovative means can be explored and companies can also contribute to projects with their skills, knowledge and networks.

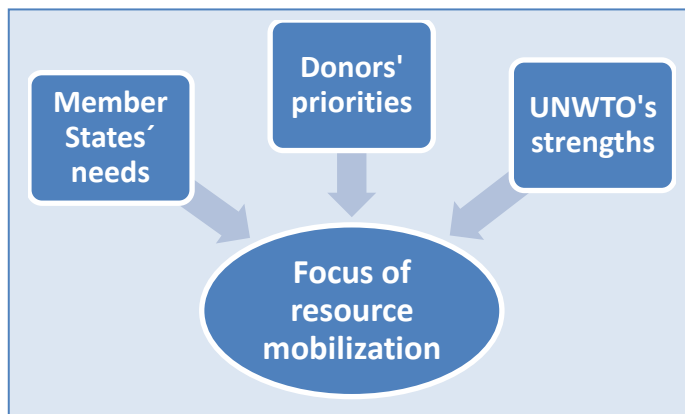
The Organization will continue to engage with the private sector by encouraging them to spearhead corporate social responsibility (CSR) initiatives. Financial support could be sought to develop guidelines for corporate social responsibility in the tourism sector. These would build on UNWTO's work and know-how in the field of ethics in general, and the Private Sector Commitments to the Global Code of Ethics for Tourism, in particular.

UNWTO will continue to carry out basic due diligence procedures prior to engaging with private sector entities, following the criteria of the Guidelines on Cooperation between the United Nations and the Business Sector (2015). With increased cooperation with the private sector UNWTO will need to increase its due diligence efforts, based on external and internal consultations.

## Action 4: Develop responses to Members' needs and link them to donors' priorities

**Recommendation 13:** Gather and analyze information on Member States' needs and donors' priorities, while linking these with UNWTO's unique selling points and updating outputs accordingly.

The Organization should focus on areas in which Members require most support, particularly those areas in which UNWTO has the "right" products, the comparative advantage and the added value to provide support. Engaging developing countries to identify their specific needs, and liaising with donors to pin point their priorities, is a vital starting point for effective resource mobilization.



This approach involves three essential steps:

- ✓ Identify and consolidate the key needs of UNWTO Member states, as well as the priorities of leading donors, particularly where these are similar to UNWTO's priorities;
- ✓ Adapt UNWTO's products according to a refined needs assessment; and
- ✓ Package and present these products in an attractive manner for donors.

UNWTO should offer products or outputs that correspond to its comparative advantages and "unique selling points". Rather than competing with other UN agencies and consultancy firms, UNWTO should engage in strategic partnerships, as tourism is a cross cutting sector. Products linked to standards (e.g. on statistics) or conventions (e.g. a prospective Convention on Ethics) managed by the Organization are unique outputs which other entities do not have the knowledge, experience or global position to offer.

Resource mobilization efforts should focus on donors with significant potential for funding UNWTO initiatives; those whose priorities are akin to the priorities of UNWTO; and those with whom engagement does not entail an excessive administrative and reporting burden. To avoid time-consuming selection and tendering processes, as well as competition with other providers of tourism-related products, the Organization should prefer a "single source selection" principle with donors or Member States. This would signify that UNWTO is "pre-selected" to carry out tourism-related projects.

Monitoring donors' priorities and trends will be key for matching the needs to the opportunities for ODA and AfT allocation.

## Action 5: Create awareness and communicate on UNWTO's role

**Recommendation 14:** Ensure the Organization's continued leading role in areas where it has a unique comparative advantage, including for example, i) tourism, the 2030 Agenda and the SDGs; ii) the measurement of sustainable tourism; and iii) data on tourism trends.

The SDGs provide a golden opportunity to engage in discussions, prioritize tourism and position UNWTO as a leader on the 2030 Agenda. On the one hand, this should involve working with developing countries and UN agencies on the ground in order to include tourism in Poverty Reduction Strategy Papers, UN Common Country Assessments (CCA) and UN Development Assistance Frameworks (UNDAFs). On the other, it implies working with donors to include tourism as a priority in Development Cooperation Strategies.

**Recommendation 15:** Broaden communications around UNWTO's role – complementing a general message on tourism's role as a development tool with a message on UNWTO's particular experience in using tourism as a tool for sustainable development.

In recent years, the UNWTO has excelled at creating awareness around the tourism sector's importance as an instrument for development. For resource mobilization purposes, similar consistent messaging should be adopted about UNWTO's specific role in promoting and using tourism as a tool for sustainable development. UNWTO Members and staff should emphasize the Organization's expertise and its extensive network in the field of tourism.

## Action 6: Invest in coordination, information sharing and capacity building

**Recommendation 16:** Further strengthen UNWTO's in-house culture of resource mobilization.

In recent years, resource mobilization has become an increasingly prominent topic within the Organization. Nonetheless, staff members have generally remained unaware of the need to become involved in fundraising issues. Improved internal coordination and potential incentives for resource mobilization would strengthen staff engagement in this regard.

**Recommendation 17:** Devise a revolving mechanism for voluntary contributions to cover the costs of i) preparing project proposals; ii) IRRM's work on resource mobilization; and iii) incentivizing the identification and pursuing of resource mobilization opportunities.

In order to stimulate UNWTO staff's involvement in resource mobilization and build a revolving source of support, a portion of incoming voluntary funding should be used to cover the costs of resource mobilization activities. A small amount should go to i) the Programme which drafted the successful project proposal; 2) IRRM for its work on gathering information and facilitating resource mobilization across the Organization; and 3) the Programme that identified and initiated contact, leading to the voluntary contributions, even if the project is implemented by another Programme.

**Recommendation 18:** Strengthen internal coordination and information sharing mechanisms.

Several internal coordination mechanisms are already in place and may be harnessed to spearhead effective resource mobilization. Internal reviews of project proposals are important for guaranteeing the quality and feasibility of out-going project proposals. This is especially significant for avoiding any potential damage to the Organization's reputation which could affect the consideration of future project proposals. UNWTO's Working Group on Resource Mobilization should be activated to discuss concrete opportunities, while reflecting on the Organization's strategy for mobilizing resources.

Coordination may also be improved by gathering and sharing information related to funding opportunities. At present, opportunities are often identified too late, preventing UNWTO from pursuing promising financing avenues. Regular monitoring of leading funding mechanisms would contribute to timely engagement. All outcomes or follow-ups of field missions should be reflected in staff members' Back-to-Office Reports.

Moreover, a brief annual overview of financing sustainable tourism for development by UNWTO would provide the context for resource mobilization on a global level and may also be used as a tool for raising awareness of UNWTO's work.

**Recommendation 19:** Organize in-house capacity building sessions to exchange best practices and enhance skills around resource mobilization.

Alongside greater coordination and information sharing, the Organization needs to invest in building staff's capacity for resource mobilization. Staff members must be equipped with essential fundraising skills to mobilize resources effectively, including skills on i) identifying and assessing funding opportunities; ii) understanding the motivations of external parties; iii) drafting proposals; iv) effectively presenting the Organization/projects; v) and accurate, timely reporting.

#### 4. Implementing the Resource Mobilization Strategy through an Action Plan 2018-2019

A Resource Mobilization Action Plan for 2018-2019 has been prepared to guide and monitor the implementation of this Strategy and its 19 recommendations. To this end, internal coordination mechanisms will be strengthened, centring on engaging the Working Group on Resource Mobilization and building staff capacity on resource mobilization. Research on donor trends, characteristics and priorities will be intensified and organized in a systematic manner. Specific fundraising activities will be developed for those projects which are priorities for UNWTO and require additional funding.

The Executive Council will be annually informed of the Secretariat's progress on resource mobilization, in the context of discussions on the implementation of UNWTO's PoW 2018-2019. This will enable the body to reflect on efforts to date and steer future work.

The Resource Mobilization Action Plan will distinguish between resource mobilization for:

1. Activities at headquarters-level, such as knowledge creation, research, publications and campaigns, etc.; and
2. Activities at country level /Member States, such as technical cooperation initiatives, etc.

Having as an overall background i) specific priorities as established by UNWTO's PoW, ii) the 2030 Global Development Agenda and its SDGs, and iii) members' needs and donors' commitments, resource mobilization efforts will prove more effective when focused on specific projects. It is proposed to focus during the remaining of 2017 and throughout 2018 and 2019, among others, on the following areas:

- a. Technical cooperation on the ground, which will require intensified work with Member states and donor agencies, particularly for projects in the developing world;
- b. Measuring sustainable tourism through a special funding mechanism, which might be based on the experience of the funding scheme of the International Year 2017 and involve collaboration with sponsors and partners; and
- c. Technology and tourism initiatives, which require additional funding given their status as a relatively new priority issue. Such funding may be secured from companies which partner with UNWTO in this sphere;
- d. Ethics and tourism projects, building on the Global Code of Ethics for Tourism, as well as issues such as gender, children's rights and accessibility, etc.
- e. Supporting the work on the 10YFP Programme on Sustainable Consumption and Production.



## Annexes of the Resource Mobilization Strategy

### Annex 1. Main Donors/Projects that Provided Voluntary Contributions to UNWTO, 2011-2016

*Note: This list of donors/projects does not include in-kind contributions.*

Sources of funding (of more than 350.000 € between 2009 and 2016) / Projects	Contributions in €
<b>MDG-F - Millenium Development Goals achievement Fund</b>	<b>4,817,477</b>
Cultural Recovery and Creative Productive Development on the Caribbean Coast of Nicaragua	1,387,193
Sustainable Tourism for Rural Development in Serbia	737,869
Other projects	2,692,415
<b>UNDP - UN Development Programme</b>	<b>4,081,182</b>
New System of Classification of Tourist Accommodation Establishment in Morocco	1,167,717
Support for Development of Inclusive Markets in Tourism	484,691
Other projects	2,428,773
<b>Government of Korea</b>	<b>3,585,210</b>
ST-EP Projects (Sustainable Tourism - Eliminating Poverty)	1,849,959
Asia Activities Fund - to promote of tourism in Least-Developed Countries of the Asia-Pacific region	551,426
Other projects	1,183,824
<b>Government of Germany</b>	<b>3,361,092</b>
Energy Efficiency for Sustainable Tourism in Pangandaran, Indonesia	1,217,391
Bonn Consulting Unit on Tourism and Bio-Diversity for Tsunami Affected Countries	875,392
Other projects	1,268,309
<b>Government of Japan</b>	<b>2,141,461</b>
Regional Support Office for Asia-Pacific	2,141,461
<b>Government of China</b>	<b>1,827,225</b>
Formulation of a the Shandong Tourism Master Plan	882,599
Other projects	944,625
<b>Government of Spain</b>	<b>1,746,319</b>
Mekong Discovery Trail in Cambodia	700,000
Spanish Trust Funds - Affiliate Members	680,644
Other projects	365,675
<b>Government of Egypt</b>	<b>1,735,274</b>
Review and Implementation of the New Hotel Classification System	1,735,274
<b>European Commission</b>	<b>1,260,286</b>
Energy Efficiency for the Tourism Industry - SME hotels and Nearly-Zero Emissions Hotels (NEZEH)	585,983
Other projects	674,304
<b>Government of Qatar</b>	<b>900,353</b>
New Tourism Strategy and Action Plan in Qatar	900,353
<b>Government of India</b>	<b>892,037</b>
Tourism Development Master Plan for the State of Punjab, India	871,247
Other projects	20,790
<b>Guangzhou Chimelong Group</b>	<b>837,900</b>
Collaboration agreement for several projects	837,900
<b>Government of the Netherlands</b>	<b>671,500</b>
ST-EP Projects (Sustainable Tourism - Eliminating Poverty)	517,862
Other projects	153,639
<b>UNIDO - UN Industrial Development Organization</b>	<b>446,553</b>
Best Practices and Technologies for the Reduction of Land-sourced Impacts from Coastal Tourism	446,553
<b>Government of Ethiopia</b>	<b>362,399</b>
Hotel Classification and Grading System	362,399
<b>Other sources of funding</b>	<b>3,683,491</b>
<b>Total</b>	<b>32,349,759</b>

Source: UNWTO/IRRM.

## Annex 2. Key Bilateral and Multilateral Donors for Tourism

### Donors of over USD 200.000 of ODA for tourism between 2000 and 2015

Gross disbursements, constant 2014 prices, USD millions

Donor country	ODA for tourism	Donor country	ODA for tourism	Donor country	ODA for tourism
1. Japan	363.2	11. Italy	27.0	21. Australia	5.3
2. France	124.1	12. Switzerland	25.1	22. Portugal	4.5
3. Spain	96.4	13. Luxembourg	24.8	23. Ireland	1.1
4. New Zealand	78.4	14. Finland	22.4	24. Slovenia*	1.0
5. United States	76.8	15. Denmark	15.5	25. Sweden	0.8
6. Germany	66.4	16. Canada	14.9	26. Poland*	0.4
7. United Arab Emirates*	51.1	17. Korea*	10.9	27. Estonia*	0.3
8. Austria	41.9	18. Netherlands	9.3	28. Czech Republic*	0.2
9. United Kingdom	41.6	19. Belgium	6.3		
10. Norway	39.8	20. Greece	5.3		

Data available from: Korea (since 2006), UAE and Slovenia (2010), Czech Republic (2011), Estonia (2013) and Poland (2014).

Source: UNWTO/IRRM, based on OECD-DAC statistics

### Main multilateral donors in tourism between 2011 and 2015

Gross disbursements, constant 2014 prices, USD millions

Organization	Concessional*	Non-concessional**	Total
1. Inter-American Development Bank	59	289	348
2. World Bank	76	108	183
3. EU Institutions	79	0	79
4. European Bank for Reconstruction and Development	0	46	46
5. Asian Development Bank	44	1	45
6. African Development Bank	0	18	18
7. Global Environment Facility	5	0	5
8. United Nations Development Program	5	0	5
9. Arab Bank for Economic Development	3	0	3
<b>Total</b>	<b>270</b>	<b>461</b>	<b>731</b>

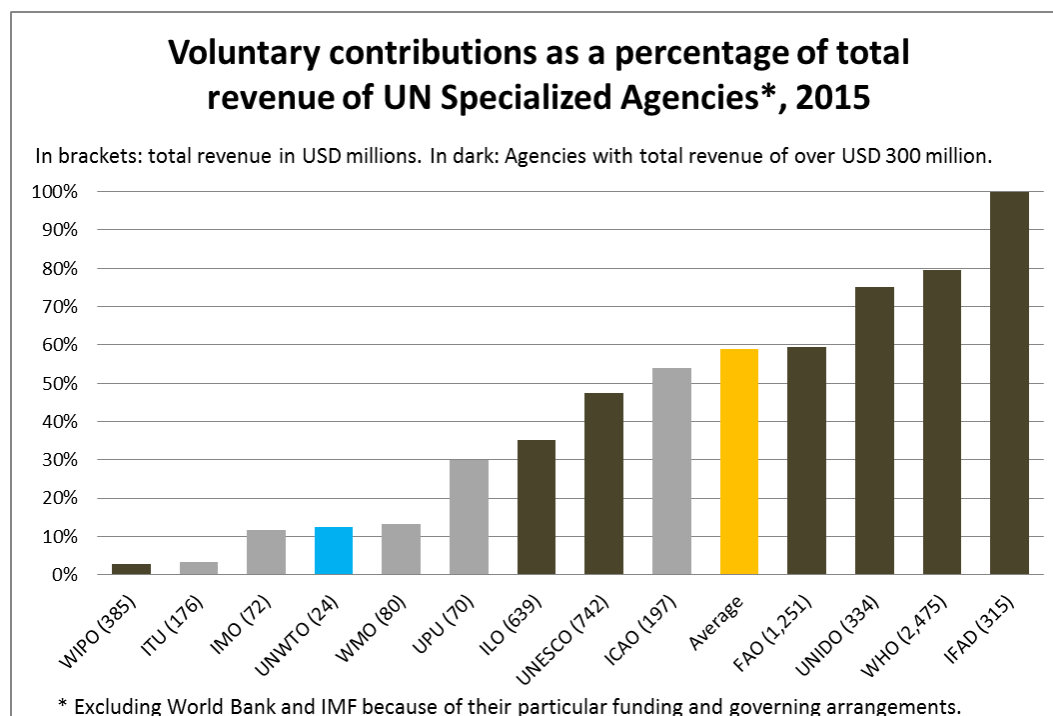
Source: UNWTO/IRRM, based on OECD-DAC statistics

\* Concessional funding largely consists of grants, technical cooperation and subsidized loans.

\*\* Non-concessional funding includes loans and other financial instruments as per market terms (unsubsidized).

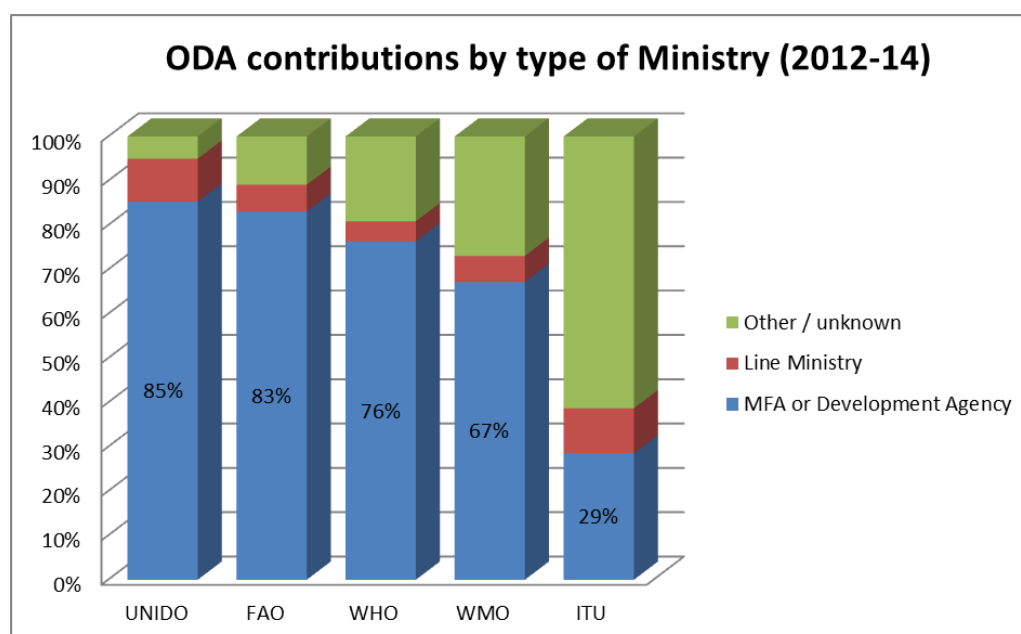
### Annex 3. Financing of UN Specialized Agencies

**Smaller agencies receive relatively less voluntary contributions than larger agencies**



Source: UNWTO/IRRM, based on the UN Chief Executives Board.

**Smaller agencies receive relatively less contributions from Ministries of Foreign Affairs and Development Agencies**



Source: UNWTO/IRRM, based on OECD-DAC statistics.

## Annex VI: Use of the UNWTO logo

The countries and organizations that have used UNWTO logo in 2016 and 2017 are chronologically listed below.

Organization
<b>February 2016</b>
ReviewPro
Ministry of Tourism of Ivory Coast
Shin Nakamura
The Federal Agency for Tourism (Russian Federation)
UNWTO International Conference of Heritage Tourism
University of Brighton
IIPT India
HCEF
Fondazione Romualdo Del Bianco
Eventisimo
<b>March 2016</b>
PATA
La Roca Village
UIB
Ministry of Information, Culture and Tourism
Athens Travel Trade
EXFERA
BRAZTOA
<b>April 2016</b>
Tripadvisor
Ministerio de Turismo de Aruba
Ministry of Culture and Tourism
Bournemouth University
<b>May 2016</b>
Ministry of Tourism of Lebanon
HCEF
Ontario Culinary Tourism Alliance
ASEAN
UNESCO Valencia Silk Road
Ministry of Tourism, Arts and Culture (DILI, Timor-Leste)
Agencia Valenciana de Turismo
<b>June 2016</b>
World Tourism Forum
Colorado State University
Ministry of Economic Development and Trade of Ukraine
RedEstable
Ministry of Tourism Iran
ASTANA Expo 2017
RESTOSA

NEOTURISMO
BooksbySarah
<b>July 2016</b>
PATA
ICWAG
Institute Factory for Sustainable Tourism
Africa Forum
<b>August 2016</b>
Japan Travel Bureau Foundation (JTBF)
Gansu Tourism Administration (Dunhuang Silk Road Tourism Festival)
JAMAICA TOURIST BOARD
Africa Tourism Forum
The Style Outlets - Neinver SA
Shuter and Shooter
National Council for Tourism and Antiquities / UAE
Fundación EOI
<b>September 2016</b>
Tourism Cares
Seoul Tourism Organization
ATES
Turismo Maspalomas Costa Canaria
Japan Tourism Agency
Department of Tourism of Almaty
Segittur
JSF Travel & Tourism School
GSTC
<b>October 2016</b>
Ypress
WTM
Smart Tourism Conference HKPU (Zhejiang Provincial Tourism Administration)
Ministério de Economia, Fomento e Turismo Seminário el turismo en cifras
Student Marketing Ltd
Ministry of Economics, Construction and Tourism
Japan Travel and Tourism Association (JTTA)
Universidad Tecnológica Equinoccial (UTE)
<b>November 2016</b>
Ministry of Tourism
Ministry of Tourism
WTM London
Braztoa
Modul University DMCC
International institute for peace through tourism
Ayuntamiento de la villa de Santa Brígida
GTPP
Comitee for tourism development Saint Petersburg
ICHTTO
Ministry of Tourism Jamaica

<b>December 2016</b>
Mediterranean Exchange of Archaeological Tourism
ENTE FIERA PROMOBERG
Agència Valenciana del Turisme
IIPT
<b>January 2017</b>
Mazurkas Congress & Conference Management
Paris Inn Group
Anahuac University
Europamundo
WTCF Asia
JTB
UNFCCC Secretariat
Seoul Tourism Organization
Les Roches International School of Hotel Management
MMGY Global
Agència Valenciana del Turisme
TTC
Universidade Tecnológica de Chile IUACAP
Ernst Klette Spracher
Universitat d'Andorra
The Federal State-Funded Institution of Higher Education "Financial University under the Government of the Russian Federation"
Ministère de l'Aménagement du Territoire, du Tourisme et de l'Artisanat de la République Algérienne Démocratique et Populaire
Goldcar
IMEX
<b>February 2017</b>
Department of Applied Mathematics and Physics Graduate School of Informatics, Kyoto University Research Fellow Canon Institute for Global Studies PRESTO
Ministère du Tourisme Royaume du Maroc
Association of Caribbean States (ACS)
Horwath HTL
WTTC
SO2 CLIMA
PATA
EarthTV
Global Eco Asia-Pacific Tourism Conference
Tarannà
Alive2green
<b>March 2017</b>
Chimelong
THE OSTELEA, SCHOOL OF TOURISM & HOSPITALITY
Facultad de comercio y turismo Universidad Complutense de Madrid
Africa Event Services
Ayuntamiento de Salou
PATA
Federal democratic Republic Of Ethiopia; Ministry of Culture and Tourism.



Venice Tourism
IMF Business School
JATA
Skal International
JATA
<b>April 2017</b>
International Magazine eBiz Africa Review (EAR)
Ministry of Tourism and Hospitality Zimbabwe
Ministry of Tourism, Arts and Culture, Timor Leste
Les Roches
Foundation for Environmental Education (FEE)
EDITIONS NATHAN
Danube Competende Centre
ICWAG International Center of Wine and Gastronomy
Ministry of Sports and Tourism of the Republic of Belarus
World Tourism Forum Lucerne
IMF Business School
<b>May 2017</b>
Instituto para la calidad turística española (ICTE)
Geo Routes Cultural Institute
Touring & Automobile Club of the I.R.I
The Federation of JTB Group Workers Unions
The Japan Federation of Service & Tourism Industries Workers' Unions
Universitat de Valencia
Universidad de las Palmas de Gran Canaria
World Centre of Excellence for Destinations
AHT - Asociación de hoteles de turismo de la República Argentina
Violin Travel LTD
Huzhou City, China
<b>June 2017</b>
TripAdvisor
Agencia Valenciana del Turisme
INRouTe
International Centre of Wine and Gastronomy
Ministère de la promotion, des investissements privés, du commerce, du tourisme et de l'industrie du Gabon
Ente Parco Nazionale Della Sila
Desarrollo e Investigaciones Turísticas S.L. – globaldit
innova tax free group
Japan Tourism Agency Ministry of Land, Infrastructure, Transport and Tourism (MLIT)
Japan Tourism Agency Ministry of Land, Infrastructure, Transport and Tourism (MLIT)
ECPAT International
Madison Experience Marketing
Jordan Tourism Board
Ministère du Tourisme et des Loisirs, République du Congo
Cláudia Monteiro de Aguiar, member of European Parliament
Amadeus IT Group

## **Annex VII: Harnessing the Potential of Tourism to Historical Conflict Sites in Advancing Peace: Reflecting on the Past and Inspiring the Future**

### **1 – Short introduction to the project and the role of the research consortium**

The project on “Harnessing the Potential of Tourism to Historical Conflict Sites in Advancing Peace”, led by UNWTO and the Government of Flanders, has the overall aim to support peacebuilding and peace-keeping while contributing to sustainable development through ethical tourism and heritage. The project has a research consortium with a mixed composition (both governmental and academic actors), from Flanders, Northern Ireland (Government of Northern Ireland and the Ulster University) and the Basque Country (Basque Government and the University of the Basque Country).

With over 1 billion people crossing international borders every year, tourism has become one of the major socioeconomic activities of our time, as it engages people of practically all nations and from every corner of our planet, either as hosts or as guests. Through its undisputable role as a mind-broadening educational experience, it can become a powerful transformative for that reduces prejudice, distrust and hostility and brings a significant contribution to building a more harmonious and peaceful world. In addition, tourism has the ability to help communities value their place in the world, their cultures and traditions and their environment. This helps build self-esteem among local communities, which is particularly important in those that have suffered from any form of conflict.

Among other initiatives, the ongoing commemoration (2014-2018) of the centenary of the First World War has provided an opportunity to reflect on the past and to draw lessons for the future about the importance of upholding a culture of peace.

“Tourism and peace” has become an emerging field of action and research since the 1980s, even it is not a new invention, since tourism has constantly been defined as a way of promoting peace and mutual understanding. There is still a need to work on how the tourism can promote peace as well as the impact that tourism may have on peace processes (Wohlmuther, Wintersteiner, 2013).

The project focuses on how the combination of ethical tourism and heritage provide the means for widening and deepening international understanding and changing the way young and older generations think about war and peace. The transformative aspect of tourism as an agent of peace will be the scope of the research where some good initiatives and practices on post- conflict sites will be identified.

### **2 – Methodological approach and phases: state of play**

During 2017, the research project will be focused on getting the following results:

- Developing at operational level a set of ethical guidelines for public and private sector site managers, tour operators and other service providers, host communities and visitors, in order to create a suite of visitor experiences to historical conflict sites.
- Formulating at policy level recommendations that can be used by public authorities that have historical conflict sites and cultural landscapes on their territory, enabling and inspiring them to develop a peace-sensitive public policy framework, that links ethical tourism and heritage with other policy areas, such as culture, media, scientific research and education.
- Communicating strongly the value and contribution that ethical guidelines and a peace-sensitive public policy framework can make to extending peace-building and developing

tourism.

To this end, the two internationally based research teams of the consortium, generated a research methodology to achieve the stated and agreed aims and objectives, which includes:

- Critical content analysis of tourism strategies/policies at in situ sites for the understanding of a) the rationale for presenting heritage in specific ways, b) strategies for engaging 'captive and non-captive audience and c) ethical guidelines framing the commodification of specific sites and d) the explicit or implicit role that peacebuilding or peace promotion plays at each site.
- Semi-structured interviews and short questionnaire with the 'heritage interpreters' at each of the case study sites, including curators, directors and guides.
- Social media data analysis of blogs/forums relating to specific peace tourism sites. This will give the research team an overview into how (a subsection of) the public engage with conflict sites.

As a first step, the research consortium identified a long list of conflict-related sites subject to be considered for the study, with 33 sites, balanced from a geographical and a typological perspective. The sites and landscapes identified needed to still provide the basis of evidence for creating the conditions and circumstances in which the conflict occurred, and they were supposed to have architectural and archaeological evidence that reveals the physical point of reference for explaining history. On the other hand, the conflict should be subject of mature objective reflection, which will allow the research consortium for the analysis of the meaning of tourism for peace-building processes.

In coordination with UNWTO and other UN agencies, the first long list was reduced to a shortlist of 10 historical conflict-related sites to be studied during the following months.

### 3 – Short description of the sites

The 10 identified historic-post conflict sites are:

**1. Hiroshima Peace Memorial (Japan).** Built in 1914, the Genbaku Dome, located in the Hiroshima Peace Park, is the only structure to have survived the atomic bombing of the city on 6th August 1945. A UNESCO World Heritage Site since 1996, the importance of the site is that it bears testament to the most destructive force unleashed by humanity, and has become a powerful symbol of peace. The atomic bomb killed 70,000 instantly, with a further 70,000 dying that year. By 1950, the estimated death toll stood at 282,000 (Rhodes 1995), and Hiroshima had become emblematic of the destructiveness of atomic warfare. Post-war reconstruction combined the civic need for collective sorrow and remembering with tourism development, and from as early as 1947 the peace dimension of this was evident (Schafer 2016). The Genbaku Dome and Hiroshima Peace Museum receive over one million domestic and international visitors combining educational travel, remembrance and conventional mass tourism (Yoshida et. al 2016). Nagasaki will also be considered when studying this site, due to the historical link between both cities.

**2. Tuol-Sleng Genocide Museum (Cambodia).** The Tuol Sleng Genocide Museum is located on the site of the former S-21 Prison and Interrogation Centre, Phnom Penh, Cambodia. On this site, an estimated fifteen to twenty thousand people were detained, interrogated, tortured and in many cases killed by the Khmer Rouge Regime (Chandler 1995). The museum attests to the killings of an estimated 1.5 to 2 million civilians (approximately one fifth of the country's population). The museum features archive material, paintings and photographs (including of Cheung Ek killing field) of those who passed through S-21, as well as an exhibition of implements used to torture and kill

inmates. Following its discovery, S-21 was almost immediately designated as a museum. The UNESCO Memory of the World Register inscribed the Museum Archives in July 2009 to honour their historical importance. The archive contains photographs of over 5,000 of these prisoners, as well as "confessions", many extracted under torture, and other biographical records of prisoners and prison guards and officials in the security apparatus.

**3. Stari Most – Mostar Old Bridge Area (Bosnia and Herzegovina).** Mostar's Old Bridge area is a World Heritage site, famed as both an architectural wonder, and as a symbol of reconciliation following the cessation of the Bosnian War (1992-95) in which hundreds of thousands died. The Sixteenth Century Bridge was built by celebrated architect *mimar* Harjuddin, and lasted until 1993 when it was destroyed during the Bosnian war. The bridge and environs consisted of diverse and multi-cultural architecture reflecting influences of Islam, Judaism and Christianity. The broken bridge symbolised the destructiveness of war, and the divisions which remained after the conflict. Under international sponsorship and supervision, the bridge was meticulously reconstructed using original stone salvaged from the river below, and reopened in 2004. The reconstructed Old Bridge and Old City of Mostar is a symbol of reconciliation, international co- operation and of the coexistence of diverse cultural, ethnic and religious communities. The bridge is a source of civic pride to *all* of Mostar's diverse communities, and has been pressed into service as a symbolic reunification of a divided society, as well as serving as a key tourist attraction (Grodach 2004). Tourism has become increasingly important in Mostar, and the city welcomes an estimated 350-450,000 visitors annually (Pestek and Nikolic 2011).

**4. Auschwitz-Birkenau. German Nazi Concentration and Extermination Camp (Poland).** Between 1942 and 1945 Auschwitz-Birkenau was the scene of systematic imprisonment, torture, starvation and extermination of between one and one and a half million people, with estimates suggesting that up to 90% of the dead were Jewish. Roma, Polish, Communist and homosexuals were also imprisoned and killed by the Nazis. The Auschwitz-Birkenau museum commemorates and memorialises the crimes committed here, and the suffering of those imprisoned within the notorious camp. As the symbol of the holocaust (Partee Allar 2013) – a vivid testimony to the 'inhumane, cruel and methodical effort to deny human dignity to groups considered inferior' (WHC/UNESCO), the site is a designated World Heritage Site (1979). The museum features a permanent exhibition containing artefacts seized from those imprisoned, as well as a national exhibition featuring monuments and artefacts representing the various nationalities who died at Auschwitz. Auschwitz II-Birkenau, the death camp, contains the ruins of the infamous gas chambers. Auschwitz attracts around one million visitors per year, where most visitors' principal motivation is educational.

**5. Island of Ireland Peace Park and Round Tower (Messines Belgium, Flanders).** The Island or Ireland Peace Park and Round Tower, located in Messines, Belgium seeks to memorialise the dead of the 10<sup>th</sup> (Irish), 16<sup>th</sup> (Irish) and 36<sup>th</sup> (Ulster) Divisions of the British Army, and to promote peace through recovering a shared history. It features on the itinerary of commemorative visits to the region (Iles 2006), and young people from both nationalist and unionist backgrounds have participated in cross-community visits to the site. The Ulster Tower, a memorial erected 1921 to commemorate the losses of the 36<sup>th</sup> (Ulster Division) and 'Sons of Ulster in other forces', was one of the first official memorials constructed on the Western Front.

**6. Robben Island (South Africa).** Robben Island, South Africa's most famous cultural and tourist attraction (Shackley 2001), was inscribed on the World Heritage List in 1999. For much of its recent history, Robben Island served as a prison, with its most famous inmate being South African President, Nelson Mandela (along with other African National Congress leaders). Due to this, it has become a powerful symbol of apartheid and the struggle for equality. Declared a South African

National Monument in 1996, Robben Island Museum was opened by Mandela in 1997, although its hasty inception against a backdrop of rapid and profound social change meant that the site initially featured limited facilities and a somewhat narrowly authored narrative (Strange and Kempa 2003). The Museum offers concessionary tours for disadvantaged groups (Corsane 2006), as well as employing ex-prisoners as guides. Today, the Museum incorporates the whole island, with visitors invited to reflect on its various histories. The key attraction remains Mandela's cell in Cell Block B. Approximately 2,000 visitors per day – and more than 10% of all domestic visitors to the Western Cape – make the trip to Robben Island (Shackley 2001).

**7. Kigali Genocide Memorial Centre (Rwanda).** The Kigali Genocide Memorial Centre, located in Gisozi, Kilgari, commemorates the Rwandan genocide (1994). Over a period of 100 days an estimated 800,000 (overwhelmingly Tutsi) were systematically killed by Hutu military, militia and peasants, amidst a policy of western non-intervention (Melvern 2000). The memorial features a burial garden for 250,000 genocide victims, and a museum containing three exhibitions: 1994 genocide; wasted lives and children's' room. The main exhibition is curated by the Aegis Trust (a British anti-genocide NGO), and as such the museum sits outside of the post-conflict 'One Rwanda' policy, which effectively prohibits discussions or expression of ethnic identity (Hohenaus 2013). The site's purpose is commemorative and educational, and sits strongly within the 'never again' paradigm. Following the almost total collapse of the tourism sector in 1994, Rwanda now receives an estimated 30,000 international visitors per year, mostly eco-tourists seeking encounters with the mountain gorillas.

**8. Espacio Memoria y Derechos Humanos (ESMA) (Argentina).** Between 1976 and 1983, during the last military dictatorship, thousands of people were detained, interrogated and tortured in clandestine concentration camps, the largest of which was Escuela de Mecanica de la Armada (ESMA) (the Navy Mechanic's School). The ESMA Site Museum, as historical site, is material and physical testimony to these human rights violations. This was the most emblematic centre in South America in terms of the size of the building, its location at the heart of the Autonomous City of Buenos Aires, the fact that Navy officers lived there together with the detainees- disappeared, and the concentration camp-like features of imprisonment and extermination. The 44 acre site now serves as museum commemorating the crimes and terror of the dictatorship, with the site also being used by twenty eight rights groups, and some naval presence (Bell and Di Paolantonio 2010). Visits to parts of the site, including the notorious Casino de Oficiales require pre-booking and must be accompanied, although the process is envisaged as interactive and interpretive. In addition to conventional memorialization, ESMA hosts regular community events, with a purported aim of interpreting the past through creative means. The majority of visitors to the site are Argentinian.

**9. Alamein Memorial (Egypt).** The Alamein Memorial commemorates the Commonwealth soldiers who fought and died in the North African campaigns of the Second World War (1939- 45). It is the burial site for approximately 7,240 soldiers, mostly from the Battle(s) of El Alamein (1942), the decisive battles of the campaign. A visitor centre is open. Although El Alamein is the largest war cemetery in North Africa, 'war', 'dark' and 'peace' tourism are underdeveloped in Egypt – and advocates claim that development offers both economic benefits, and can help societies to process traumatic pasts (Attia et. al. 2015). In addition to the Commonwealth memorial, the area around El Alamein is also home to memorials commemorating Italian, German, Greek and Libyan soldiers.

**10. Aqaba Fort (Jordan).** The fort was built between 1510 and 1517, as attested by the Arabic inscriptions inside the monumental gateway, and was used as a *khan* (travellers' inn) for pilgrims on their way to Mecca. Different historic times are reflected and important moments in History, like the Arab revolt (1916) and the I World War also left testimony on this site. The fort is open daily and entrance is free. Adjacent to the fort is the Aqaba Archaeological Museum. Tourism makes a major contribution to the Jordanian economy, accounting for approximately 14.7% of the country's GDP in



2008 (Al Haijja 2011), and is presented as a major peace dividend (Lynch 1999).

#### 4- Next steps and possible results

The research consortium is currently working on the first preliminary analysis of the 10 sites. Through gathering information and conducting interviews with site-managers and other stakeholders, our aim is to identify best practices on promoting tourism and peace-building processes, as well as detecting transportable actions that could be of interest for other sites around the world.

All this information will allow us to draft some initial recommendations for a peace-sensitive public policy framework. In a second phase, and after the UNWTO endorsement of the previous document, the research consortium will test the practical applicability of the draft recommendations by carrying out an extensive review, including field visits and meetings with stakeholders and focus groups.

The final recommendations will include a set of ethical guidelines for site managers, tour operators, communities and visitors, in order to create a suite of visitor experiences to conflict sites and landscapes that are most compelling, motivating and inspiring. It will also include formulating recommendations at policy level that could be used by authorities with conflict sites and cultural landscapes on their territory.

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