议程项目 4(c)
2024 年至 2025 年度工作方案草案

A/25/4(c)
2023 年 9 月 21 日，马德里
原文：英文

世界旅游组织正在走向绿色。所有全体大会文件均可在世界旅游组织网站 www.unwto.org 上获取，或使用此处的快速响应代码。

执行概要

本文件介绍了秘书长 2024 年至 2025 年工作方案草案。该草案提交执行委员会待其认可，并提交大会供批准。2024 年至 2025 年预算参见 A/25/5 号文件。

与上一个两年度相同，《工作方案草案》的目标、优先事项、行动路线以及产出等内容基于世旅组织成员对 2022 年末启动的优先事项相关广泛协商进程所作出的回应。

秘书长纳入了旗舰计划，邀请世旅组织成员和合作伙伴自愿参加，以期进一步加强世旅组织工作方案。

全体大会采取的行动

决议草案[1]

全体大会

审议了秘书长关于 2024 年至 2025 年工作方案草案的报告，

1. 感谢秘书长为筹备本草案与成员开展的全面磋商流程；
2. 批准 2024 年至 2025 年工作方案草案；
3. 也批准秘书长在第 A/24/5(c) RC-1 号文件中提议的需预算外资金的各旗舰计划，并大力鼓励世旅组织成员参与其中。

阅读了“欧洲 2030 年议程 – 旅游业引领变革”（第 A/25/4(c) RC-2 号文件），

注意到了执行委员会的建议，

4. 进一步批准该议程的程序；
5. 请秘书长支持这一程序，特别是努力为开展响应该议程的活动进行筹资；

[1] 本文件为决议草案，关于大会最终通过的决议，请参考届会结束后发布的决议文件。

听取了秘书长关于世旅组织加入联合国可持续发展集团（UNSDG）的解释，

忆及世旅组织全体大会在第 A/RES/714(XXIII)号和第 A/RES/732(XXIV)号决议中所表达的立场，

6. 决定世旅组织应重新考虑其下一个两年度的联合国可持续发展集团成员资格，并请秘书处采取必要措施，在 2024 年重新加入联合国可持续发展集团。

   或者

7. 决定世旅组织下一个两年度不加入联合国可持续发展集团，并重新考虑世旅组织 2026 年至 2027 年的成员资格。

I. 引言

1. 世旅组织全体成员及秘书处通过透明且系统性的磋商流程参与本组织各个两年度工作方案的筹备工作。2022 年所发起调查的结果反映了成员的需求和优先事项。鉴于新冠大流行后的相关情况，秘书处编制了一份开放式问题调查问卷，确保成员能够自由表达关切、意见及想法，不仅针对接下来的 2024 年至 2025 年工作方案阶段，也考虑实现 2030 年议程及以后更长期的工作。

2. 本报告草案**第 II 部分**介绍并阐释了**《2024 年至 2025 年工作方案》各项战略目标与计划优先事项**，与执委会第 118 届会议上介绍的调查结果完全一致，确保与当前工作阶段之间的连续性。

3. 在**第 III 部分**中，各项战略目标和计划优先事项转化为具体的**举措和行动**，由本组织的常规预算或自愿捐款供资。

4. **第 IV 部分**介绍了**秘书处的结构**，与 A/25/5 号财务报告介绍的预算保持一致。

5. 附件 I 忆及世旅组织若成为联合国可持续发展集团成员的优势和义务。第 A/24/5/(c)RC-1 号文件详细介绍了所有旗舰计划。第 A/25/4(c)RC-2 号文件介绍了欧洲地区委员会提交审议的世旅组织**“欧洲 2030 年议程** – 旅游业引领变革”。

II. 2024 年至 2025 年战略目标及计划方案优先事项

6. 旅游业是世界经济和全球贸易[2]中最重要的经济部门之一。2023 年一季度国际游客人数恢复到 2019年水平的 80%，展示出旅游业的复原力。该部门为创造就业、经济繁荣、包容性社会以及保护其赖以生存的文化与自然作出重要贡献。其跨领域的特性以及过去几十年的持续增长也为全面推进 2030 年可持续发展议程的 17 项目标创造了巨大机遇。

7. 先前的新冠大流行造成空前的卫生和社会紧急状态，使旅游业遭受了极为严重的危机，旅游业目前正在恢复。然而，经济展望的不确定性、高通胀及高利率、因俄罗斯入侵乌克兰而加剧的能源危机，以及气候变化日趋严重的影响，为旅游业带来了更多挑战。

8. 在这一背景下，世旅组织一如既往地走在支持其成员及整个部门的最前沿，确保与所有旅游业利益攸关方开展长期对话，以增强复原力，应对多重危机并为之做好准备。

9. 关于《2024 年至 2025 年工作方案》，秘书长调整了(a)战略目标，确保本组织及旅游部门的长期领导作用；(b)计划优先事项，聚焦紧迫问题以及资源的合理利用。

10. 秘书处考虑了以下因素：(a)与先前工作方案之间的连续性，(b)2022 年 12 月至 2023 年 2 月期间对成员所作调查的结果，以及(c)2030 年议程构成的总体框架。

II.A. 三项战略目标

目标 1：通过倡导工作、知识创造、政策指导及服务多元化，打造最具影响力的旅游业界组织。

11. 面对前所未有的危机以及日益增加的不确定性，多边主义尤为重要。国际社会在加强旅游业复苏和围绕可持续性和包容性打造团结的旅游部门方面作出努力，世旅组织需继续为协调相关努力发挥领导作用。

- **倡导与协调：**倡导将旅游业纳入国家、地区及国际议程，将其作为巩固复苏、支持世界经济并为所有人建设更具可持续性、包容性和复原力的未来的主要驱动力。支持国家、私营部门、国际组织及民间社会内部及彼此间的一致协调，进行统一地强有力发声，以克服各种危机及其对经济和社会的影响，促进可持续发展。

- **知识创造、新业务模式以及建议：**发起并创造针对目的地的旅游发展新业务模式，推进更能全面衡量旅游业总体影响及其依赖性的国际标准，并提出政策建议和指导方针，确保旅游业的可持续增长和复原力水平。

[2] 疫情前的第三大出口部门类别

- **建立全球共识和国际标准：**从全球、国家、次国家及企业的角度，推进更能全面衡量行业对经济、社会及环境的影响及依赖性的 360 度方法。在联合国系统内就推出国际标准促成全球共识。

- **政策分析及指导意见：**加强有关旅游政策和竞争力的数据、研究、分析及指导意见，聚焦治理、投资、产品开发、目的地管理，以及新创旅游绩效与政策指数。

- **为成员提供新的在线服务：**为成员国旅游部门提供在线培训课程及能力建设项目，为公共及私营部门利益攸关方所用。相关课程将根据成员具体需求量身定制。

- **知识中心 – TOURISM KNOW：**基于新建的研究与出版委员会所开展的工作，开发一个联合创造空间，加强世旅组织知识创造与传播工作的相关性、一致性及影响力，促进旅游业的包容性、可持续性和复原力。

- **作为公私部门合作的倡导者展开行动：**作为唯一拥有私营部门成员的联合国机构，世旅组织具备独特的地位。世旅组织将致力于打造其作为倡导者的地位，以促进其多元且广大的成员之间的协同增效与合作，尤其注重汇集公私部门利益攸关方。

目标 2：实现组织成员扩员。依托战略合作伙伴关系，增强资源、能力及主人翁精神。

12. 本组织将继续努力吸引新成员，以期提升在全球发展及贸易议程中的发言权与能力。同样，逐步设立地区和专题办事处亦将有助于世旅组织在各地的存在，并增强其创造分享知识以及为成员直接提供支持的能力。此外，与其它国际和区域组织、联合国机构及计划、学术界、民间社会以及主要私营部门实体的战略伙伴关系也将进一步加强世旅组织的能力，以期为回应成员需求动员更多资源和技能。

- **吸引新成员国：**世旅组织将继续积极吸引新成员。优先考虑欧洲的英语国家、北欧及波罗的海国家、美洲、东亚和太平洋地区，以及加勒比和太平洋地区的小岛屿发展中国家（SIDS）。新成员的加入将巩固本组织，为全球旅游业议程赋能。

- **加大动员资源力度：**以促进知识创造与能力发展，包括技术援助项目。世旅组织将加大动员资源的力度，通过技术援助项目帮助多国实现更具可持续性和竞争力的旅游业发展，包括助力新的公共或私营部门投资流。利用与联合国可持续发展集团合作的机遇，受益于遍布 130 个国家的联合国驻地协调员系统，致力于共同推进旅游业发展。

- **权力下放和组织扩员：**世旅组织将继续努力推进旨在支持在世界各地开设地区及专题办事处的治理模式。作为本组织有史以来采取的最具挑战性的步骤之一，扩员工作也是扩大本组织影响、增加其人力和财政资源的最有效方式之一。此举还将提升成员在本组织地区政治行动层面的主人翁精神，并增强本组织开发与地区相关的知识的能力。

- **发展战略合作伙伴关系：**效仿其它联合国系统实体的运作模式，通过加强与机构、学术界、民间社会及私营部门的合作，动员资源并创造价值，从而释放和提升交付的能力。与联合国和其它国际组织开展新的合作，通过共同努力，共享技能与资源，促进旅游业增长、可持续性及复原力。

- **吸引相关旅游业实体成为新的附属成员：**通过附属成员治理结构改革，本组织将吸引更多战略合作与伙伴关系，促成更多相关企业成为新附属成员，相关企业将带来宝贵的知识与机会，在成员国与附属成员之间实现更强有力的协同效应。

目标 3：实现组织转型，创造更好的未来。治理更敏捷高效。拥抱联合国价值观与多边主义，实现 2030 年议程。

13. 为了更好地为成员提供服务，加强战略规划并继续推进世旅组织现代化进程并提升其有效性是至关重要的。为此，需更好地根据战略目标来安排组织结构及活动，使用有限资源时确定轻重缓急，消除低效的情况，确保员工队伍的灵活性、责任感和反应速度。

- **筹备世旅组织战略规划**，与成员的优先事项及全球现状相契合，增强复原力，实现包容性和绿色增长，以期实现 2030 年议程。

- 通过战略平衡计分卡、关键绩效指标和绩效管理系统来**测量绩效及外部成果**，建设追求卓越的工作文化。

- 通过联合国内部监督事务厅继续提供审计服务，聚焦改进治理结构、资源使用及服务水平，**加强合规、伦理及内部监管职能**。在资源允许的前提下，探讨加强秘书处遵循捐助方标准并落实与多边捐助方新达成的行政和财务协议的能力的可行性。

- 通过实施全面的**企业资源规划（ERP）**系统，**实现组织无纸化**，同时简化和精简业务流程，以减少官僚做派，推进组织**从以过程为导向转变为以结果为导向**。

- 通过设立跨部门的以目标为导向的专项工作组，并完善内部协调机制来**加强内部协调工作**，消除重复劳动，确保优先事项与活动一致，培育**合作文化。**

- **落实内容管理体系（CMS）**，确保有效协调内容，推进**组织知识系统**。

- **在内部推进创新工作**，走在数字议程前沿，并通过双管齐下的方法简化日常工作，推进以数据驱动的决策：在员工中鼓励**创新；**在内部流程中**引入**人工智能及区块链等**新兴技术**。

II.B.五项计划优先事项

优先事项 1：加强竞争力：可靠的旅游统计和联合国标准、数据与市场情报、重新构思目的地定位与产品开发

14. 新冠大流行对旅游部门的影响、数字和绿色转型的加速，以及短期和长期的社会经济、卫生及地缘政治挑战，都要求所有利益攸关方加强其合作机制，对旅游业采取全政府模式，并加强纵向协调。世旅组织致力于获取卓越的数据，加强涉及旅游业深远联系的证据库，以了解相关机遇与挑战，帮助实现可持续发展目标，并更好更及时地获取新兴趋势相关信息，投资于多元化的旅游新体验，为经济和社会创造附加值。

优质数据为旅游业赋能

- **对世界最完整的旅游业统计数据库进行现代化改造：**世旅组织将利用其标志性的旅游统计数据库，更好地满足旅游业不断变化的需求，并为全世界的数据用户和数据新闻记者提升体验。目前，数据库包含 150 多项旅游统计数据，涉及以下内容：

    - 入境、出境及国内旅游，
    - 旅游业，
    - 旅游业就业，
    - 基于贸易的指标，
    - 可持续发展目标相关指标，以及
    - 旅游业国民生产总值及附加值。

  数据库将逐步引入新技术，以简化流程，充分利用目前收集到的海量的丰富数据，并为添加新指标做好准备（参见优先领域 2 的“测量旅游业可持续性”（MST））。

- **可持续发展目标方面的旅游业指标：**作为可持续发展目标指标 8.9（涉及旅游业国内生产总值）和指标 12.b（涉及实施监测可持续旅游业的工具）的联合国托管机构，世旅组织将继续在全球收集数据。世旅组织收集来自世界各国的数据并予以验证，随后提交联合国，以纳入联合国全球可持续发展目标指标数据库、联合国可持续发展目标开放数据中心、2023 年联合国秘书长关于可持续发展目标进展情况的报告以及联合国可持续发展目标报告特刊。

利用联合国测量标准助力发展旅游业全球证据库：

(a) **国际旅游统计建议与旅游卫星账户（建议的方法框架）**为相关的、可信的和优质的旅游数据提供支柱，涵盖了旅游业实际流量与货币流量相关数据，以及旅游的经济贡献数据（例如旅游国民生产总值），为全世界数据生产者及用户提供普遍共识与指导意见。相关标准需要持续推广和针对其实施工作的支持承诺，世旅组织在相关国家通过开展各种能力发展和技术支持活动，满足以上两项要求。

(b) **衡量旅游业可持续性（MST）的统计框架**超越了目前旅游业测量工作的界限（目前的测量主要关注入境人数和消费支出），旨在对更全面的旅游业测量工作达成共识，即涵盖关键的环境、社会和经济影响及旅游业依赖性（详情参见优先领域 2）。作为即将出台的联合国衡量标准，该框架将对上述两项标准予以补充，并牵涉一个全面的全球实施计划。

(c) **在贸易、经济等领域全球衡量标准中简化旅游业：**世旅组织致力于在主要全球统计标准及分类的多年期修订流程中保留旅游业，以确保旅游业的数据需求得到适当考量。通过研发和参与专家组和协商工作，世旅组织正在为《所有经济活动的国际标准行业分类》（ISIC，行业分类）、《主要产品分类》（CPC，产品分类）、《国民账户体系》（SNA，涉及衡量经济及国内生产总值等关键指标），以及《国际收支手册》（BPM，涉及贸易统计）作出贡献。

(d) **旅游业专属职业：**在世旅组织与国际劳工组织在统计领域长期合作的基础上，旅游职业的分类工作将启动，相关信息将导入由国际劳工组织管理的《国际标准职业分类》（ISCO）多年期修订流程。这将为衡量并更好地了解旅游业劳动力市场的复杂动态，包括劳动力短缺和技能差距等情况打下基础。

从数据到实际行动所需的情报与洞察

(a) **世旅组织世界旅游业晴雨表：**继续通过世旅组织世界旅游业晴雨表，确保提供关于国际旅游流动和消费支出的最新信息以及预测和情绪分析等内容。

(b) **世旅组织数据与情报仪表板以及实践群体：**加强世旅组织数据与情报仪表板，纳入新伙伴及指标，同时根据现有的世旅组织/欧洲旅游中心数据实验室倡议扩大该领域的实践群体，而该倡议亦将扩延至其它地区。相似的，世旅组织将加强其与主要合作伙伴在数据和洞察方面的伙伴关系，定期推出涉及主要旅游趋势的洞察力报告。

(c) **国家旅游业情报系统：**支持成员国创建并落实国家旅游业情报系统及相关技能发展工作，将数据和情报最大化，支持旅游业规划和管理。

(d) **世旅组织旅游业表现与政策指数：**创建用以衡量旅游业在可持续性三个维度的表现与政策的新指数。该指数将为旅游业表现和政策进展进行对标，指导各国及企业实现治理和政策框架及商业模式转型。

(e) 通过建立**世旅组织未来工作与教育观察站**，监测数字化对就业的影响，识别教育差距，为数据驱动的决策提供关键洞察，以衡量旅游业对创造就业和技能发展所作出的贡献。

旅游业政策、治理与目的地管理

(a) **旅游业政策和治理：**通过关于国家旅游业结构、政策和优先事项的新编年度报告以及在线工具，推进政策分析和指导。这一行动路线还将探究旅游政策领域的关键问题，例如更新短租监管规定的现行基准。

(b) **世旅组织/20 国集团仪表板：**在印度担任 20 国集团主席国后，也作为印度的遗产，世旅组织与印度政府将开发并推广 20 国集团仪表板，以展示根据《果阿旅游路线图》（实现可持续发展目标[3]的工具）推进可持续发展目标的相关国家政策及举措。

[3] 世界旅游组织(2023)，《果阿旅游路线图》作为实现可持续发展目标的工具，世旅组织，马德里，DOI：https://doi.org/10.18111/9789284424443

(c) **加强旅游业与卫生领域的协调：**在实现世旅组织/世卫组织欧洲旅游与卫生领域合作伙伴联盟以及世旅组织旅游与卫生领域工作组的可交付成果方面取得进展，汲取大流行的经验教训，提供关键内容，针对未来的卫生危机打造复原力并做好准备。 v

产品开发和市场营销

(a) 世旅组织旅游业促进农村发展项目：农村社区居住着世界上最弱势的一些群体。据估计，83%的贫困人口居住在农村地区。他们享有城市居民的社会或经济机遇的可能性较低。但同时，农村地区拥有世界上大部分宝贵的文化和自然遗产，为旅游业的发展带来了重要机遇。世旅组织农村发展项目将在以下工作主轴加强其活动：

(i) 倡导和外联：宣传旅游业可在农村发展中发挥的作用，巩固“最佳旅游乡村倡议”（目前全球有 100 多个村庄参与），推出“农村冠军奖”并在地方、地区、国家及国际议程中推广旅游业在农村发展中的作用。

(ii) 技能培养：加强农村地区地方层面以及国家旅游管理部门国家层面的相关利益攸关方的能力和技能水平，包括定期为成员国及地方管理部门举办管理人员培训。

(iii) 知识创造：通过设立世旅组织乡村旅游观察站，创造、交流并传播有效循证决策与旅游管理的相关知识。

(iv) 实地项目：与成员国及相关行动方合作，通过小额赠款项目，在实地推行创新模式。

(b) **产品开发与多元化：**创造附加值，克服季节性，目的地及产品多元化，加强旅游业价值链，助力旅游业适应新的需求趋势，符合成员国所确定的首要机遇“对特定目的地和产品及利基市场日益增长的需求：温泉、自然、生态旅游、探险、当地文化、社区旅游等”，以及成员国第二项优先工作“产品开发与多元化、减少季节性、利基产品、新目的地”。相关工作包括进一步努力推进知识创造与最佳做法共享、能力建设、技能发展，以及制定落实关于美食与葡萄酒旅游、城市旅游、山地旅游、探险与自然旅游、健康旅游、体育旅游以及视听旅游的具体战略。一项非洲美食特别倡议将继续得到开发，同时为美食旅游领域减少食物浪费开辟重要空间。

(c) **市场与品牌营销：**开展更有效的传播工作，进入新市场以及新的细分领域。推动社交媒体技能及数据方面，以及品牌营销、市场营销与细分市场方面的能力建设。

(d) 加强了解并推广**国内旅游：**国内旅游人数约为全球国际旅游人数的六倍，疫情也再次凸显了国内旅游的重要性。世旅组织将为国内旅游发展及政策制定基准，提供最佳做法及政策指导意见。

优先事项 2：培养可持续性和包容性：循环性、气候行动、生物多样性。减少不平等并促进文化。

15. 加强旅游业的可持续性、负责任和遵守伦理的程度并非仅在于对负面影响的管控，而更是要求持续优化行业表现，最大限度地为可持续发展作出贡献，因为若管理得当，旅游业在惠及当地社区经济与社会方面具有极其特殊的地位。另外，旅游业在提升人们对保护环境及文化表现形式的认识与支持方面也拥有得天独厚的优势。

16. 可持续旅游业已被各国旅游业政策视为一项工作目标，但在执行层面仍存在诸多不足。另外，若旅游业要为可持续发展作出有效贡献，推进可持续消费和生产（SCP）模式至关重要。

17. 据预测，旅游业在未来几年将持续大幅增长，且增速超越世界经济或国际贸易的增速，为创造就业和促进繁荣提供了极佳的机遇，但若管理不善，亦会对环境和当地社区构成挑战与潜在威胁。

18. 因此，推进循环经济模式，确保旅游业增长和环境退化脱钩是至关重要的，同时需采用参与型治理模式，保证当地社区的参与，借助旅游业促进历来被边缘化的群体的社会经济融入与赋能。若旅游业希望确保其对环境、文化、当地社区与人民生计产生积极影响，促使游客在享受旅游体验过程中展现负责任的行为也非常关键。

19. 三项可持续发展目标（目标 8、12 和 14）明确将旅游业列为具体目标，分别涉及体面工作和可持续经济增长、可持续消费和生产以及海洋和海洋资源的可持续利用。但是，鉴于旅游业庞大的规模、跨领域的特性，以及与庞大价值链中其它部门的联系，旅游业可能直接或间接地为所有 17 项可持续发展目标作出贡献。

20. 旅游业在气候变化影响下极为脆弱，同时也加剧导致全球变暖的温室气体排放。因此，加快旅游业的气候行动对于加强部门复原力至关重要。气候行动意即努力衡量并减少温室气体排放，加强面对气候变化影响的适应能力。

21. 旅游业依赖于健康的生态系统，包括陆地及海洋生态系统。生物多样性对旅游业可持续发展必不可少。对于脆弱生态系统的保护和再生以及加强大自然吸收碳的能力，加快相关行动至关重要。

22. 为支持所有相关工作，需要掌握更多更好的数据，助力更优旅游业转型，让人类、地球和繁荣从中受益。

23. 工作领域如下：

可持续性与旅游业的政策指导：

a. 积极推广作为国家旅游政策目标的可持续旅游业

b. 解决在实施相关政策过程中发现的不足

c. 确保旅游业政策与规划与可持续发展目标相契合

同一个星球可持续旅游业项目

1. 可持续消费和生产、循环性、废物和水

a. 通过可持续消费和生产加强旅游业对可持续发展的贡献

b. 倡导有助于旅游业可持续消费和生产模式的相关政策与监管规定

c. 推进世旅组织催化性倡议（格拉斯哥宣言、全球旅游塑料倡议、减少食品浪费的全球路线图）以及同一个星球网络的相关工作

d. 协助为旅游部门的利益攸关方安排讲习班和培训项目

2. 气候行动

a. 促进世旅组织在格拉斯哥宣言框架内的相关工作，并对签署方承诺的实施情况予以协调、监测和跟踪。为旅游业利益攸关方（公共和私营部门）编写指导材料，加快气候行动

b. 进行定期审查和评估，衡量国家旅游政策、自愿国家报告和国家自主贡献中气候行动的进展情况，并通过最佳做法、比较分析及能力建设为成员提供支持

生物多样性

a. 倡导新建的 “自然积极旅游伙伴关系”，并制订旨在鼓励旅游规划运营中保护生物多样性的相关政策

b. 通过对成功案例进行系统性汇编和分析，对重视生物多样性教育和促进生物多样性欣赏的旅游活动的关键因素予以支持，从而促进净正旅游模式

c. 为地方管理部门编制指导材料，聚焦相关有效伙伴关系治理要素，同时惠及旅游业和生物多样性

国际可持续旅游观察站网络（INSTO）

a. 加强国际可持续旅游观察站网络对目的地层面的旅游可持续性监测工作的作用与职能

b. 促进国际可持续旅游观察站网络成员间的最佳做法、知识及数据共享，改善可持续性工作绩效

c. 鼓励新目的地加入国际可持续旅游观察站网络，扩大网络在全球的存在与影响

d. 与国际可持续旅游观察站网络成员合作开展研究，并为评估旅游业的生物多样性影响开发指标

e. 利用国际可持续旅游观察站网络生成的数据，惠及即将推出的衡量旅游业可持续性统计框架，以及可持续旅游业的知情决策、政策制订及战略规划

f. 在全球可持续旅游业讨论中加强国际可持续旅游观察站网络的可见度和影响力

衡量旅游业可持续性：为支持以上各种国际、国家及次国家层面的举措，世旅组织正在通过衡量旅游业可持续性的多年期工作方案扩大和加强证据库，包括以下内容：

(a) 在多学科及多利益攸关方衡量旅游业可持续性专家组（由熟知国家情况的专家、学术机构和国际组织组成）、编辑委员会，以及各专题研究小组的领导下，推动衡量旅游业可持续性的统计框架（SF-MST）的研发

(b) 积极参与并达成共识，确保向联合国统计委员会提交《衡量旅游业可持续性的统计框架》，以供其核准

(c) 通过推广衡量旅游业可持续性的试点项目、汇编最佳做法并加以出版、设计实用汇编指南，开展能力建设（含培训师的培训），以及向各国直接提供技术支持等，在各国促进和支持《衡量旅游业可持续性的统计框架》的实施

(d) 制定一套源自《衡量旅游业可持续性的统计框架》的指标，用于国际比较研究，并与联合国可持续发展目标各项指标机构间专家组联络，使其与可持续发展目标指标保持一致

(e) 设立国际数据集，定期对国家数据予以报告

伦理

a) 通过立法、监管工具、自愿文书及国际公约，在政策制定中加强落实伦理与负责任旅游的原则
b) 提升旅游业所倡导的企业社会责任相关行动的可见度，并鼓励同行间的对话，激发对相关行动的效仿
c) 在国际最高层级对企业社会责任的最杰出范例予以表彰奖励
d) 提供一个独立、不偏不倚的全球平台，对旅游业可持续性领域具有伦理影响的最紧迫问题加以讨论，并提出相关建议
e) 在联合国系统/国际社会中将世旅组织定位为负责任旅游原则的主要全球倡导者，将各项积极影响最大化，同时减少消极影响

无障碍环境

a) 创建旅游业规划、政策及战略工具，帮助旅游业公共管理部门、目的地及相关企业支持普遍无障碍环境
b) 在地区层面开展研究，编制相关最佳做法汇编，归纳供无障碍旅游基础设施及产品服务最终用户所用的可行的解决方案
c) 提升成员国在设计、通过并实施无障碍旅游政策、标准及战略方面的认识，并加强其技能水平
d) 按照客观的技术标准及相关指标对国际最佳做法予以奖励

为成员国提供技术指导，在旅游价值链中提升自然保护区的无障碍水平

性别平等与妇女赋能

a) 增强政府及私营部门对性别平等问题的认识
b) 对成员国官员进行培训，并提升其收集制作按性别分类的旅游数据的能力
c) 针对旅游业女性赋能现状开展地区研究，并为世旅组织各地区提出建议/行动议程
d) 推进国家旅游管理部门与旅游企业的性别主流化工作以及性别包容战略

e) 提高各成员国促进女性就业、创业、培训、领导力、社区发展的能力，并加强对相关内容的衡量工作

劳动包容性

a) 提高成员国对如何通过旅游业促进弱势群体和传统边缘化群体的劳动包容的认识

b) 通过试点测试、推广最佳做法及使用工具包等，推动企业确保残障旅游专业人员和辅助服务人员的劳动包容

旅游业与文化

a) 宣传旅游业与文化的联系、相关管理及营销的全球定位及参考文件，与文化生态系统主要伙伴保持一致

b) 就将创意产业纳入文化旅游价值链的做法向成员国提供技术指导与培训

c) 协助各国政府、目的地及旅游部门利用土著人民的领导力和知识，创造新型社区旅游模式

d) 研究如何使文化遗产更易接受并提出相关建议

优先事项 3：对人员的投入：加强教育培训，为体面工作促进人力资本

24. 旅游业已证明其有能力为所有人创造就业与机遇。虽然旅游业贡献了全球 10%的就业岗位[4]，并惠及占旅游业劳工人数 54%的女性[5]，旅游业仍然面临着非正规性、人才流失、薪酬差距、人工不足及技能短缺等严峻挑战。因此，考虑到关于对人员技能进行投入会带来更优的就业机会的假设已被证实，无论短期抑或长期而言，**旅游业教育**都是最高优先事项。据估计，2030[6]年前每年全球旅游业有 882 000 个工作岗位需要进行职业培训，意味着世旅组织需为成员国提供服务，协助其实现相关宏伟目标。

a) **惠及旅游业相关方的尖端教育：**旅游业是一个以人为本的部门，不仅需要传统的职业技能，也依赖于以服务为导向和与技术相关的能力，确保提供日益增长且多元的旅游体验。同时，最重要的是，也为地方经济发展作出贡献。高度数字化的世界需要现代化和多维度的方法，方能触及旅游业价值链的众多利益攸关方、不同地理位置与受众群体。

b) **创造更多的体面工作：**教育的创新也意味着将人力资本的发展引向具体和更新后的就业岗位。劳动力市场和旅游业在迅速变化，而业界诸多人力资源系统结构却仍一成不变，暴露出薪酬及职业发展差距的加剧。因此亟需技能发展，尤其是帮助遏制人才流失，并同时促进拥有附加值的职业岗位发展。

25. 旅游业将见证新型企业、产品、服务及职业的涌现，对不同的技能和知识提出了要求。为满足新需求，所有利益攸关方（公共和私营部门及学术界）需群策群力，而世旅组织正是在该领域加强其领导作用，帮助确保协同效应。

26. 提供优质工作取决于优质教育。同样重要的是，提升对旅游工作的印象及其吸引力需从娃娃抓起，并通过互动式创新做法支持青年人，使其作为拥有较高知识技能水平和较强适应能力的未来领袖进入旅游业劳动市场。

27. 因此，世旅组织推行 **360 度战略**，确保当下及未来的从业人员能够参加优质且可负担的提升技能与再培训项目。世旅组织提议通过新形式(在线和混合模式)、新范畴(职业和管理培训)以及新类型(正式与终身学习)推进教育变革，致力于鼓励个人采取自主行动，同时鼓励成员国及教育中心采取行动，开创更新的教育路径和课程，帮助旅游业提升专业化水平，并获得作为创造优质就业机会的增值部门的更多认可。

28. 所有相关努力需归功于**世旅组织旅游业在线教育委员会**作为顾问的赋能，以及成员国及世界一流大学战略领导小组的贡献。

[4] 世旅组织 (2019)
[5] 世旅组织 (2019)
[6] 国际劳工组织 (2022)

29. **行动支柱：**在线教育、线下教育、增值就业和质量保证：

30. **项目与举措：**

在线教育

a) **世旅组织旅游业在线学院：**该学院于 2019[7]年启动，业已成为旅游和酒店业在线教育的领先平台，拥有 22100 多名用户和 24 项自行安排进度的优质课程，接下来还将在全球范围内提供更多专题领域、语言选择及奖学金。

现场教育

a) **执行教育（世旅组织学院）：**根据成员国要求，与全球专家共同策划在线、现场及混合模式课程及培训项目，包括培训师的培训工作。

b) **国际可持续旅游业理学学士：**项目学制 3 年，具有世旅组织的愿景与专业知识、瑞士官方文凭和创新的教学方法。预计第一批学生于 2024 年秋季入学。

c) **国际学院与世旅组织的合作：**通过世旅组织推荐专家所设计的课程，或邀请一流学术机构在特定地点安排优质且可负担的课程，帮助成员国发展其旅游部门人才。预计将提供三个主要项目：在线教育、线下教育以及培训师培训。

增值就业

a) **世旅组织就业工厂：**由人工智能驱动的平台，为求职者与合适的本地及国际职位配对。求职者可创建个人档案，搜索与其经验技能相契合的职位，并设置职位提醒，以便获取最新工作机会通知。该平台还帮助旅游企业和组织寻找并聘用优秀人才。

b) **世旅组织未来工作观察站：**监测数字化对旅游业就业的影响，识别实现数据驱动决策的差距。

质量保证

a) **世旅组织 Ted.Qual（世旅组织学院）：**旅游、酒店业及相关项目质量认证工作的能力建设，确保全球教学方法的一致性。

b) **世旅组织教育工具包：**旅游资本发展工具、案例研究及最佳做法，聚焦将旅游设置为高中、本科及硕士课程科目。

31. 在所有上述工作领域，本组织将依托附属成员中的教研机构的支持，扩展世旅组织在教育培训领域的能力。

优先事项 4：推动投资并加大创新：获取融资、加快新业务模式落地

32. **推动旅游业投资文化：**旅游业作为跨领域并具备复原力的部门，可通过对影响力项目进行创新融资来推动变革。世旅组织通过促成新的框架，并鼓励成员国接受非传统投资，正在加强其技术性组织的定位，开展经济分析并评估全球投资机会，建设具有竞争力且可持续的旅游业。

33. 此外，通过汇集各利益攸关方，旅游投资吸引力和推广项目得以加强，以便协同私营部门，开展多边合作，助推国家和地区层级的投资，吸引捐助方和国际企业，通过全方位的可持续投资模式（人、地球与繁荣）实现支持旅游经济复苏的主要目标。

34. 为此，世旅组织推行**利用全球投资网络的战略**(多边合作、私募股权及风险投资)，从而促进、吸引并协助各地区及任何企业家的旅游投资。这种对传统及非传统投资的重视帮助成员国扩展其经济机遇，同时为人才赋能并对环境及其文化的保护行动提供指导。

[7]执行委员会第 3(CXVI)号决定批准与 IE 的合作伙伴关系，有效期至 2031 年 12 月 31 日。

35. 项目与举措：

a) **世旅组织投资指导意见及报告：**推动研究活动，吸引、促进并调动投资，鼓励传统投资者和非传统投资者优先投资旅游业。推出涉及业界趋势及新机制的全球出版物，并按照成员国要求编制针对具体国家的旅游业营商环境 – 投资指导意见。

b) **世旅组织高影响力投资与多边合作：**开发相关项目，包括能力建设举措，以吸引、促进并调动投资：从创新风险投资到私募股权、家族办公室和基础设施投资，促使旅游业价值链在旅游部门中创建以目标为导向的企业。

36. **世旅组织投资论坛和世旅组织投资网络：**通过举办有影响的活动加强有附加值的联系，使成员国和私营部门投资者（私募股权企业、开发商、家族办公室等）的联系为旅游业发展打开大门。**驾驭创新与数字进步：**旅游业有能力为各项可持续发展目标作出贡献，尤其在当今世界，创新和创业精神被公认对发展至关重要。同样的，数字化的应用与发展也正在加速，可在最大程度上发挥旅游业在经济增长和创造就业方面的潜力。不过，新的数字鸿沟也在出现，世旅组织可发挥关键作用，通过构建与 2030 年议程相契合的健康生态系统来缩小差距。

37. 本组织通过一项全面**战略，在整个旅游业价值链中助力初创企业的发展和扩张，并应对旅游业所面临的多变需求与挑战**。通过提供有利环境与支持机制，如导师辅导、资助机会和资源配置，致力于为企业家赋能，开发可立即实施的创新型解决方案，为旅游业带来积极影响。

38. 世旅组织致力于通过上述手段培育创新与协作文化。世旅组织认识到具备高扩展性的企业家在推动转型变革和创造可持续旅游业做法方面的巨大潜力。通过促进其成长及可扩展性，世旅组织为全球旅游业价值链的总体发展及复原力作出贡献：包括在更广泛的可持续发展议程范围内，实现提高包容性、增强社区赋能、促进竞争力和高效资源管理等诸多目标。

39. 项目与举措：

a) **世旅组织初创企业竞赛和创新挑战赛：**识别掌握可直接实施的解决方案的初创企业和创新者，通过技术和社会影响加速实现可持续发展目标。此外，支持成员国在地区层面向企业家发出具体呼吁，为其国家旅游生态系统赋能，并应对可持续发展、智慧城市、深度技术、美食、体育等具有挑战性的问题。

b) **世旅组织旅游科技探险创新论坛：**利用这一成功模式，在各地区的全球活动中将初创企业和创新者与投资者牵线搭桥。

c) **世旅组织创新网络：**将初创企业和创新者与全球旅游创业生态系统（初创企业、政府、机构、学界、企业、投资者及中心）联系起来，扩展并支持初创企业和创新者，开发试点项目，将最具创新性的解决方案推广至整个旅游部门。

d) **世旅组织中小型企业数字未来计划：**为加快旅游部门的经济复苏，支持中小型企业和初创企业释放数字技术，创造就业并在以下领域增强未来的复原力：业务增长、电子商务、大数据和分析、支付和安全、互联性以及人才和人力资源。

e)

优先事项 5：打造更好的强有力制度：旅游政策、治理和复原力

40. 确保旅游部门继续扮演可持续发展的重要力量，从而实现 2030 年议程及其 17 项可持续发展目标，这不仅需要目标 1 中所强调的领导力，还需要全面、综合的政策框架和有效的问责治理体系。

41. 随着世旅组织领导旅游部门向更全面和综合的政策模式过渡，更全面综合的数据也变得不可或缺。旅游业作为我们的经济、社会及环境体系的组成部分，应当得到相应的认可并加以管理。为此，我们还需要具有可信度和可比性的数据。在这方面，世旅组织在执行其联合国任务，即持续改进旅游部门统计并将其纳入联合国系统范畴的过程中，在推进全球参与和建立共识的进程中发挥领导作用。

42. 行动路线：

a) **制订并统一法律、标准与监管框架：**向成员提供新的理念治理与管理模式，以及法律和监管框架，相关内容对重新思考和调整旅游立法及政策至关重要。

b) **巩固世旅组织统计委员会**作为核心政府间机构的地位。作为其联合国正式任务及多边职能的一部分、世旅组织为全球官方统计工作作出贡献，定期向联合国统计委员会报告，并参与联合国系统首席统计师委员会、统计活动协调委员会以及各个联合国专家组的工作，推动相关测量领域的发展。

c) **在联合国测量标准中实现旅游业主流化**，包括将旅游业纳入《国民账户体系》、《国际收支手册》、《主要产品分类》、《国际标准行业分类》的修订程序，并继续在联合国关于“超越GDP”倡议的各项进展中推广旅游业，该倡议业已在其报告“重视最关键的事物 – 联合国全系统对超越国民生产总值（GDP）进展的贡献”[8]中将世旅组织衡量旅游可持续性统计框架视为全球为“超越 GDP”开发衡量标准的领先范例。

d) **对联合国发展系统框架的参与和互动进行评估** – 由联合国可持续发展集团领导的支持与协调机制，及其在地区、国家和当地层面的诸多资源。

e) **就如何打造旅游业国家政策为成员国提供指导**，将公共投资和公私伙伴关系视为主要抓手，旅游业作为各部委需考虑并实施的主要优先事项纳入国家议程。以此，旅游业将在地区内的领导治理工作中占据更重要的位置。

f) **培育新的治理模式**，依托于公私合作伙伴关系、社区赋能和创业精神，为旅游企业创造有利环境，并对社区带来积极影响。

g) 联合公共、私营和学术部门，**制定统一的旅游企业环境、社会与治理 （ESG）框架**、整合最佳做法，为简化企业报告流程提供指导意见，同时将旅游业的特殊要求纳入考量。

h) **为国家旅游管理部门公务员提供适当的能力建设**，并提供获取关键信息数据的专属权限，帮助进行适当的决策。

i) **加强旅游业复原力：框架、制度、业务等。**加强旅游业复原力对于应对包括气候变化、自然灾害、大流行病及经济危机等在内的各种形式的冲击和压力至关重要。可持续性和复原力是相辅相成的概念，因为可持续的旅游业本质上即拥有复原力，有能力抵御冲击和压力，同时兼顾环境、社会和经济层面的关切。

   i. 将世旅组织的衡量旅游业可持续性统计框架与国际可持续旅游观察站网络举措纳入考量，根据可持续性各个维度的实时相关证据，推进适应性和包容性治理模式的发展。

   ii. 支持相关战略规划，将负面影响降至最低，同时实现利益最大化，针对可能出现的冲击安排预案，制定快速恢复战略，打造一个强劲的、有益的和适应力强的旅游业。

III. 2024 年至 2025 年工作方案草案：行动纲要、成果和产出

43. 根据上述情况，针对各项战略目标和计划优先事项，下文表格对其各工作领域、相关描述、预期成果、世旅组织秘书处相关负责部门，及其与2030年议程各项可持续发展目标和具体目标的关系进行了概述。

[8] 参见联合国系统行政首长协调理事会网站：https://unsceb.org/topics/beyond-gdp

Objective 1: Become the most influential tourism organization, through advocacy, knowledge creation, policy guidance & diversification of services.

Action outline	Outcomes/Outputs	Lead department(s)	RB[9]	XB[10]	SDGs
1. a. Advocacy and Coordination: Advocate for the inclusion of tourism - as services trade - in national, regional and international agendas as a major driver of recovery of the world economy and ensure consistent coordination between States, the private sector and the International Organizations as one strong voice to overcome the different crises and their economic and social impacts.	• **1.a.1.** Coordination of UN reports and resolutions and relevant international documents, featuring tourism	IRP	X		All SDGs
	• **1.a.2.** UN GA Global and Regional Reports prepared by UNWTO. Other relevant Reports and Resolutions and High-Level Political Forum on Sustainable Development (HLPF) monitored	IRP	X		All SDGs
	• **1.a.3.** UNGA Presidency High-Level Event	IRP	X		All SDGs
	• **1.a.4.** Contributions to the UN reports on SDG monitoring, such as the SDG report and UN Secretary General's report Progress Towards the SDGs	STTC	X		All SDGs
	• **1.a.5.** Consensus-building and advocacy for presentation of SF-MST to the UN Statistical Commission for its endorsement	STTC	X	X	All SDGs
	• **1.a.6.** Reports on Global Code of Ethics for Tourism (GCET) implementation for UNGA 2025	ECSR	X		All SDGs
	• **1.a.7.** Coordination of, or participation in, high level (HL) Tourism events, within the framework of WTO and other IFIs, IOs, as well as UN System.	IRP	X		All SDGs
	• **1.a.8.** Coordination of UNWTO participation and contribution to the G20 Tourism Working Group	TMIC	X	X	All SDGs

[9] RB: Regular Budget, from assessed contributions
[10] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[9]	XB[10]	SDGs
	• **1.a.9.** Consolidation and expansion of the existing UNWTO Affiliate Members Working Groups	AMD, supported by all departments	X		SDG 17
	• **1.a.10.** Promotion of the ratification/accession of UNWTO/UN member states to the UNWTO Framework Convention on Tourism Ethics and its Optional Protocol	ECSR, supported by COMM and RDs, and LGCO (depositary functions).			All SDGs
1.b. New Models and Recommendations: Initiate and develop new models for tourism development aimed at destinations, policy recommendations and guidelines to ensure the sector's sustainable growth and resilience. Carry out market research and prepare thematic studies on key policy issues.	• **1.b.1.** Creation of added-value publications on innovation, education and investments to guide Member States on their decision-making processes.	IEI	X	X	All SDGs
1.c New global normative developments and UN standards	• **1.c.1.** In partnership with the leading countries and international organizations, finalize the Statistical Framework for Measuring the Sustainability of Tourism (MST) that provides a holistic measurement of tourism, covering environmental, social and economic impacts and dependencies of tourism. The MST framework will support international comparability, credibility and integration of data on the economic, social and environmental aspects of tourism. It aims to become the third international statistical standard on tourism. • **1.c.2**. Tourism characteristic occupations: In cooperation with leading countries and the ILO, UNWTO will develop the 1st classification of tourism occupations **See also programmatic priorities**	STTC	X	X	All SDGs
1.d. New Online Services to Members: UNWTO will continue providing online training courses and capacity building programmes for the tourism sector of the Member States addressing public and private sector stakeholders	• **1.d.1.** Online training and courses, in the UNWTO Tourism Online Academy and webinars **See programmatic priorities**	IEI (including UNWTO Academy, supported by operational departments	X	X	SDGs 4, 8

Action outline	Outcomes/Outputs	Lead department(s)	RB[9]	XB[10]	SDGs
alike. Such courses will be tailor-made for the specific needs of Members.					
1.e. Develop National Tourism Intelligence Systems: UNWTO will support Member States to develop national tourism intelligence systems and related skills development that maximize data to support tourism planning and management.	**See in programmatic priorities**	STTC, TMIC, TCSR	X	X	SDG 16, 17
1.f. Act as advocators of public-private cooperation: UNWTO has a unique position as the only UN agency that has the private sector among its Members. UNWTO will work to forge its status as a facilitator of synergies and cooperation across its diverse and far-reaching membership, with a special focus on bringing together both public and private stakeholders.	**1.f.1.** Increase in the number of projects with involvement of both Member States and Affiliate Members	AMD	X	X	SDG 17

Objective 2: Expand the organization & membership. Increase resources, capacity and ownership, through strategic partnerships.

Action outline	Outcomes/Outputs	Lead department(s)	RB[11]	XB[12]	SDGs
2. a. Increase Resource Mobilization for Technical Assistance Projects The UNWTO will intensify its resource mobilization efforts to help a wide range of States through technical assistance projects for the sustainable and competitive tourism development.	• **2.a.1.** Reengagement with UNSDG to take fuller advantage of UN system development mechanisms and opportunities, e.g. MTPFs, UN SDG Fund, UNDAF's, etc.	IRP, TCSR	X	X	SDG 17
	• **2.a.2.** Drafting a resource mobilization strategy	IRP	X		SDG 17
2. b. Attract new Member States: UNWTO will continue actively working towards attracting new Members. Priority will be given to Anglo-Saxon, Nordic and Baltic States from	• **2.b.1.** Lobbying actions to attract new MS	Management, Regional departments	X		SDG 17

[11] RB: Regular Budget, from assessed contributions
[12] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[11]	XB[12]	SDGs
Europe, the Americas and East Asia and the Pacific as well as the Small Island Developing States (SIDS) from the Caribbean and the Pacific. New memberships will strengthen the Organization and empower the global tourism agenda.					
	• **2.b.2.** Including non-MS in specific activities (technical projects or committees, regional commissions, etc.) • **2.b.3.** Involving relevant Affiliate Members in lobbying efforts to attract new Member States	All departments	X	X	All SDGs
2. c. Decentralize and expand the Organization: UNWTO will keep working on the governance model supporting the opening of regional and thematic offices worldwide. As one of the most challenging steps ever taken by the Organization, this expansion is also one of the most efficient way to cover needs in human and financial resources. It also increases the ownership of Members on the Organization, on its regional political action, as well as on its knowledge development.	• **2.c.1.** Supporting MS in the creation of regional and thematic offices	Regional and operational departments, LGCO	X	X	SDGs 16, 17
2. d. Partnerships: Strengthen cooperation with the institutions and mechanisms of the United Nations system and other international organizations aiming at jointly developing roadmaps of tourism development, leveraging on an efficient UN reform of the Resident Coordinators development framework. Support the decentralization and expansion efforts, with a coordinated and coherent approach to partnerships, both by revisiting existing partnership models as well as the creation of innovative types of partnerships more aligned with international trends.	• **2.d.1.**Draft a partnership strategy, in line with the resource mobilization strategy	IRP	X		SDGs 17
2. e. Attract relevant tourism entities as new Affiliate Members: Through the reform of the Affiliate Members' governance structures, the Organization will attract more strategic collaborations and partnerships, expand affiliate membership to new relevant companies that will bring valuable knowledge and opportunities and build up	• **2.e.1.** Promotion of the expansion of the Affiliate Membership, with a specific focus on regions with great tourism potential but less Affiliate Members (i.e. Asia and the Pacific, Middle East and Africa).	AMD	X		SDGs 16, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[11]	XB[12]	SDGs
stronger synergies between the Member States and the Affiliate Members.	• **2.e.2.** Reinforcing the brand and increase the value of the UNWTO Affiliate Membership for big companies. • **2.e.3.** Implementation of the Strategy for a quality-oriented and geographically balanced expansion of the UNWTO Affiliate Membership • **2.e.4.** Communication campaign on the UNWTO Affiliate Membership				

Objective 3: Transform the Organization for a better future. More agile and effective governance. Embracing UN values and multilateralism for realizing the 2030 Agenda

Action outline	Outcomes/Outputs	Lead department(s)	RB[13]	XB[14]	SDGs
3. a. Prepare a UNWTO Strategic Plan, aligned with members priorities and the current global context to build resilience and achieve inclusive and green growth for realizing the 2030 Agenda.	• **3.a.1.** UNWTO Strategic Plan	Management, all departments	X	X	All SDGs
3. b. Measuring performance and external outcomes through a strategic balance scorecard, key performance indicators and a performance management system to achieve a working culture of excellence.	• **3.b.1.** Define KPIs for the programme of work of the Organization	Management, all departments	X	X	All SDGs
	• **3.b.2 S**et indicators on the contribution of tourism projects and initiatives to the achievement of the SDGs, using the Toolkit of Indicators for Projects (TIPs): Achieving the Sustainable Development Goals through tourism **See flagship initiative under priority 5**	IRP, all departments	X		All SDGs

[13] RB: Regular Budget, from assessed contributions
[14] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[13]	XB[14]	SDGs
3. c. Strengthening compliance, ethics and internal oversight functions through the continuation of audit services from UN OIOS focusing on improving governance structure, the use of resources, and service delivery.	• **3.c.1.** Implement and report on recommendations by OIOS and JIU	Management, all departments	X	X	SDG 16
	• **3.c.2.** Establish an internal oversight unit	Management	X		SDG 16
3. d. Achieving a zero-paper organization through the implementation of a comprehensive Enterprise Resource Planning (ERP) system, while simplifying and streamlining business processes to reduce bureaucracy and move **from a process-oriented to a results-oriented organization**.	• **3.d.1.**Revision of internal circuits	DAFN, support departments, LGCO	X		SDG 16
3. e. Improving internal coordination through the establishment of transversal specific and objective driven taskforces and the improvement of internal coordination mechanisms to eliminate duplications, ensure alignment of priorities and activities and foster a **culture of cooperation.**	• **3.e.1.** Further strengthen the Member Relations Committee	Management, regional departments	X		SDG 17
	• **3.e.2.** Further reinforce the Research Committee	Management, operational departments	X		All SDGs
3. f. Implement a Content Management System (CMS) to ensure effective coordination of content and advance an Organizational Knowledge System.	• **3.f.1.** Develop UNTourismKnow	All operational departments	X		All SDGs

Priority 1: Enhance competitiveness: robust tourism statistics and UN standards, data and market intelligence, rethink destination positioning, & product development

Action outline	Outcomes/Outputs	Lead department(s)	RB[15]	XB[16]	SDGs
1.A. Excellence in data to empower tourism: Statistical data and information as strategic assets for advocacy, knowledge creation and policy guidance	• **1.A.1.** Modernize the most comprehensive database available on tourism worldwide with new technologies to enhance the user's experience. The database includes information on: - Inbound, domestic and outbound tourism, - tourism industries, - employment, - tourism as trade indicators, and - economic and SDG indicators. • **1.A.2.** Expand the Tourism Statistics Database with new indicators on the sustainability of tourism • **1.A.3.** Tourism indicators for the SDGs: collect, validate and disseminate data for SDG indicators 8.9 and 12.b. As custodian agency of these 2 indicators, report the data to the UN for inclusion in the UN Global SDG Indicator Database and UN Open SDG Data Hub	STTC, ICT	X	X	All SDGs
1.B. Tourism in the UN and global statistical system	• **1.B.1.** Mainstream tourism in UN measurement standards including through the positioning of tourism within the revision processes of the System of National Accounts, the Balance of Payments Manual, the Central Product Classification, the International Standard Industrial Classification, the International Standard Classification of Occupations as well as continuing the promotion of tourism in the UN developments on Beyond GDP • **1.B.2.** Promote the implementation of the International Recommendations for Tourism	STTC	X	X	SDG 17

[15] RB: Regular Budget, from assessed contributions
[16] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[15]	XB[16]	SDGs
	Statistics and the Tourism Satellite Account: Recommended Methodological Framework				
1.C. Tourism analysis, trends and Intelligence to enhance the competitiveness of tourism destinations and businesses	• **1.C.1.** UNWTO World Tourism Barometer (4 editions a year) • **1.C.2.** Expanded UNWTO Dashboards • **1.C.3.** Trends and Insights Report with Ctrip, Google and other partners • **1.C.4.** UNWTO / European Travel Commission (ETC) Data Lab and expansion to other regions to create communities of practice on intelligence • **1.C.5.** Contribution to annual World Economic Situation and Prospects (WESP) Report • **1.C.6** UNWTO Tourism Highlights • **1.C.7** Contribution to the WEF Index and Report	TMIC	X	X	SDG 8, 17
	• **1.C.8.** Economic Impact of Tourism: Review and Update Tourism Direct GDP estimates and develop estimates for Tourism Jobs	TMIC, STTC	X	X	SDG 8
	• **1.C.9** Technical Assistance for the creation of tourism market intelligence systems in UNWTO MS	TMIC, STTC and TCSR		X	SDG 8, 9, 16
	• **1.C.10.** Training for MS on market intelligence	TMIC, IEI	X		SDG 4, 8, 9
	• **1.C.11.** UNWTO/PATA Forum on Tourism Trends and Outlook	RDAP, TMIC	X		SDG 8, 17
1. D. Marketing and branding: communicate more effectively and enter new markets and segments	• **1.D.1.** Capacity-building on social media skills and data as well as branding and marketing and segmentation	COMM, TMIC	X	X	SDG 4
	• **1.D.2.** Support to MS on marketing plans and strategies	TCSR, TMIC		X	SDG 8
	• **1.D.3.** Support MS in fairs: FITUR, ITB, WTM, Tourism Expo Japan	COMM, RDAP	X		SDG 17
	• **1.D.4.** Qatar Tourism Experience Awards	RDME		X	SDG 17
1. E. Policy, Governance and Destination Management	• **1.E.1.** UNWTO / WHO Europe Coalition of Partners on Tourism and Health	TMIC, SDT	X		SDG 3, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[15]	XB[16]	SDGs
	• **1.E.2** UNWTO Working Group on Tourism and Health				
	• **1.E.3.** UNWTO Tourism Policy Report and Online Dashboard • **1.E.4** Reports of key competitive factors: connectivity, taxation and regulation of short-term rentals (update of existing report)	TMIC	X		All SDGs
	• **1.E.5** UNWTO/G20 Dashboard on policies and initiatives geared towards progressing tourism contribution to the SDGs	TMIC, IRP		X	All SDGs
	• **1.E.6.** Event on Migration and Connectivity (Brazil) at a regional and sub-regional level	RDAM		X	SDG 10, 11
	• **1.E.7.** Report on connectivity in the Americas and regional event	RDAM, TMIC		X	SDG 9, 11
	• **1.E.8.** 7th World Tourism Conference (Malaysia, 2024) • **1.E.9.** 18th and 19th UNWTO Asia/Pacific Executive Training Programme on Tourism Policy and Strategy	RDAP	X	 X	All SDGs
	• **1.E.10.** Catalysing Air Connectivity and Visa facilitation for Tourism Growth and Socio-economic recovery for Africa: Provide guidance to stakeholders on ways to capitalize on tourism, air transport and of visa facilitation	RDAF	X	X	SDGs 8, 9, 10, 11
	• **1.E.11.** UNWTO Innovation Reports	IEI	X	X	SDG 9
	• **1.E.12.** UNWTO Education Guidelines	IEI	X	X	SDG 4
	• **1.E.13.** UNWTO Investment Guidelines	IEI	X	X	SDGs 8, 9, 13, 17
1. F. Product development and diversification to create added value, overcome seasonality, diversify destinations and products and adapt tourism to new trends in demand	• **1.F.1.** Gastronomy Tourism - World Forum on Gastronomy Tourism - Report on Good Practices on Gastronomy Tourism - Training on the *Guidelines for the Development of Gastronomy Tourism*	TMIC	X	X	SDG 2, 8, 11, 12

Action outline	Outcomes/Outputs	Lead department(s)	RB[15]	XB[16]	SDGs
	• **1.F.2.** African Gastronomy Network: Establish a collaborative network of culinary professionals, stakeholders, and policymakers from across the continent, dedicated to the promotion and preservation of African gastronomy, culinary traditions, and indigenous ingredients. • **1.F.3.** Support to Africa on Gastronomy Tourism Development Strategies: Share a comprehensive set of strategies and best practices for leveraging gastronomy as a driver for sustainable tourism growth in African countries, focusing on culinary experiences, food festivals, and gastronomy-themed travel packages. • **1.F.4.** Promotion and Awareness Raising campaign and events on African Gastronomy • **1.F.5.** Creation of an African Gastronomy Scholarship	RDAF, TMIC	X	X	SDG 1, 2, 4, 8, 11, 12
	• **1.F.6.** Wine Tourism - Measuring Wine Tourism Project with the International Organisation of Vine and Wine (OIV) - UNWTO Wine Tourism Conference	TMIC	X	X	SDG 2, 8, 17
	• **1.F.7.** Mountain Tourism - 12th Congress on Snow and Mountain Tourism (Andorra) - Support to events in other MS - Strengthen collaboration with the Mountain Partnership	TMIC	X	X	SDG 8, 12, 15, 17
	• **1.F.8.** Urban Tourism - Event at UN-Habitat World Urban Forum 2024 - Report and online platform on good practices and city data - Launch of the League of Cities for Sustainable Tourism - Mayors' Forum	TMIC	X	X	SDG 8, 11, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[15]	XB[16]	SDGs
	• **1.F.9** Health Tourism: Report on medical tourism	TMIC	X	X	SDG 3, 8
	• **1.F.10** Creation of UNWTO Product Networks on Mountain Tourism, Gastronomy and Wine Tourism and Health Tourism	TMIC	X	X	SDG 17
	• **1.F.11.** Gastronomy projects / events (Mexico, Peru) • **1.F.12.** Developing thematic routes in the Caribbean (rum trial, cigars, etc…)	RDAM, TMIC	X	X	SDG 2, 8, 11, 17
	• **1.F.13.** Coastal and maritime tourism: Research paper release and Thematic conference in Europe • **1.F.14.** Cycling tourism: Research paper release and Thematic conference in Europe • **1.F.15.** Diaspora tourism: Research paper release and Thematic conference in Europe • **1.F.16.** Health tourism: Research paper release and Thematic conference in Europe • **1.F.17** Youth: involving children in destination planning and management; Youth Travel Promise	RDEU			SDGs 8, 17
	• **1.F.18.** Thermal Tourism, International Congress on Thermal Tourism 2025 • **1.F.19.** Astrotourism, International Starlight Conference 2024 • **1.F.20.** Sports Tourism, 3rd World Sports Tourism Congress, Workshops/Manuals for destinations on sports events bids / sports destination marketing, Support to the MadCup • **1.F.21.** Tourism and the Audiovisual industry, International Conference on Audiovisual Tourism • **1.F.22.** Creation of Working Group on Sports Tourism	AMD	X	X	SDG 8, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[15]	XB[16]	SDGs
	• **1.F.23.** Tourism and the Audiovisual industry, International Conference on Audiovisual Tourism				
	• **1.F.24.** Silk Road (SR): support the work of the SR Task Force	TCSR		X	All SDGs
	• **1.F.25.** Technical assistance for the establishment of the Omani Culinary Arts Centre.	TCSR, RDME		X	SDG 8, 17
1. G. Domestic tourism: Better understanding and promoting domestic tourism	• **1.G.1.** Report on assessment of domestic tourism and policies	TMIC, STTC	X		SDG 8, 11, 16, 17
1. H. Tourism for rural development: Promote tourism as an effective tool for rural development	• **1.H.1.** Best Tourism Villages Initiative including the Upgrade Programme and the Best Tourism Villages Network • **1.H.2.** Series of online courses on Tourism and Rural Development • **1.H.3.** Onsite Regional Executive Trainings for MS • **1.H.4.** Self-assessment tool for Municipalities to assess development level and received diagnosis and recommendations • **1.H.5.** Rural Tourism Observatory: creation of an online reference space for knowledge, policies and initiatives) to include - Report on Good Practices - Guidelines for tourism and Rural Development - Case Studies with leading universities • **1.H.6** Rural Tourism Champion • **1.H.7.** UNWTO Global Tourism for Rural Development Conference and Annual Meeting of the Rural Tourism Network • **1.H.8** Small Grants Programme (see flagship initiatives below)	TMIC, TMIC ROME Office	X	X	All SDGs
	• **1.H.9.** FAO Partnership management	RDEU, TMIC	X		SDG 17
	• **1.H.10.** Develop projects/events on Agro-tourism in the Americas	RDAM, TMIC		X	SDG 2, 8, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[15]	XB[16]	SDGs
1.I. FLAGSHIP INITIATIVES **Subject to voluntary contributions from Members and partners**	• **1.I.1. WORLD TOURISM REPORT:** Create a new Index to measure Tourism Performance and Policies on the three dimensions of Sustainability ○ Benchmark Countries Tourism Performance & Policy Progress ○ Identify Global Tourism Trends & Foresight ○ Guide countries and businesses to transform governance & policy frameworks as well as business models	TMIC		X	SDGs 8, 12,16
	• **1.I.2. UNWTO TOURISM FOR RURAL DEVELOPMENT SMALL GRANTS PROGRAMME** ○ 2024-2025 Pilot Phase ○ Regional and specific thematic expansion within tourism for rural development subject to funding from Members and partners	TMIC		X	SDG 1, 5, 8, 10, 11, 12

Priority 2: Foster sustainability, & inclusiveness: circularity, climate action, and biodiversity. Reduce inequalities and promote culture.

Action outline	Outcomes/Outputs	Lead department(s)	RB[17]	XB[18]	SDGs
2.A. Policy guidance in sustainability and tourism	• **2.A.1.** Review of National Tourism Policies and corresponding policy analysis reports • **2.A.2.** Sustainable Tourism Destination's Summit, 2024 & 25 Mallorca • **2.A.3.** Consulting and convening the Committee on Tourism and Sustainability for consultations (twice a year) • **2.A.4.** Training courses reviewed within the cooperation agreement with Booking.com	SDT	X	X	SDGs 12, 17

[17] RB: Regular Budget, from assessed contributions
[18] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[17]	XB[18]	SDGs
	• **2.A.5.** Environnent Management Group-participation (continuous)				
	• **2.A.6.** Report and Resolution on the Promotion of Sustainable and resilient Tourism including Ecotourism for Poverty Eradication and Environment Protection • **2.A.7.** Report on Sustainable Tourism and Sustainable Development in Central America for the session of the UNGA	SDT	X		SDG 12, 17

2.B. Sustainable consumption and production, circularity, waste and water	• **2.B.1.** Coordination of One Planet Tourism Programme
	• **2.B.2.** Circular Economy:
	  • Conducting technical webinars
	  • Maintenance of the repository of tools, resources and initiatives on circular economy in tourism
		SDT	X		SDGs 12, 17

	• **2.B.3.** Plastics Initiative
	  • Support for Global Plastics initiative (Research, capacity building and guidance)
	  • Repository of tools and resources on Plastics
	  • Technical Sessions on Plastics
	  • Newsletter GTPI
	• **2.B.4.** Food Waste Initiative
	  • Repository of tools, cases and resources on food waste reduction
	  • Technical Sessions on Food Waste
		SDT	X	X	SDGs 12, 17

2.C. Climate action	• **2.C.1.** Technical sessions on Glasgow Declaration (2024 and 2025) • **2.C.2.** Support for Climate Action (Research, capacity building and guidance) • **2.C.3.** Side-events at UNFCCC, COP 28 (UAE) and 29 (2024 and 2025) • **2.C.4.** Repository tools and resources on climate action in tourism • **2.C.5.** Glasgow declaration Newsletter • **2.C.6.** Glasgow Declaration signatory engagement event at FITUR 2024	SDT	X	X	SDGs 12, 13, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[17]	XB[18]	SDGs
	• **2.C.7.** Support Panama on the elaboration of Panama's climate action plan	RDAM		X	SDGs 13, 17
	• **2.C.8.** Climate action Plan for Middle East MS: Enhanced capacities at local and national levels to support climate change adaptation, -Efficient management of Natural resources	RDME			SDGs 13, 17
2.D. Biodiversity	• **2.D.1.** Net Positive Tourism – Preparation and selection of case studies together with WTTC and the Sustainable Hospitality Alliance (SHA) • **2.D.2.** Net Positive Tourism – Guide for Local Authorities	SDT	X	X	SDG 15, 17
	• **2.D.3.** COP CBD Participation – preparation and conducting a side event	SDT, RDME		X	SDG 15, 17
	• **2.D.4.** Publication on Managing National Parks and Protected Areas in the Americas	RDAM			SDG 14, 15
2.E. International Network of Sustainable Tourism Observatories	• **2.E.1.** Global INSTO Meetings • **2.E.2.** Regional Observatory meetings • **2.E.3.** 10 annual INSTO insights webinars • **2.E.4.** Research and contribution to measuring sustainable tourism (Technical Briefs) • **2.E.5.** Revision of Annual reports and management of memberships • Acceptance of new INSTO Members	SDT, regional departments	X		SDG 12, 17
2.F. Measuring the Sustainability of Tourism and ESG Framework for Tourism Businesses	**See flagship initiatives below**	STTC	X	X	All SDGs
2.G. Ethics	• **2.G.1.** Meetings of the World Committee on Tourism Ethics and dissemination of the Committee's guidelines and recommendations • **2.G.2.** Release of the GCET implementation reports for UNGA (2025) and UNWTO General Assembly (2025) • **2.G.3.** Private Sector Seminar on the Implementation of the GCET Principles • **2.G.4.** UNWTO Ethics Awards	ECSR	X		SDGs 16, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[17]	XB[18]	SDGs
	• **2.G.5.** Promotion of the Framework Convention on Tourism Ethics - participation in statutory meetings and regional conferences				
2.H. Gender equality & women's empowerment	• **2.H.1.** Capacity building for Member States - producing sex-disaggregated tourism data • **2.H.2.** Regional Report on Women in Tourism in Latin America and the Caribbean • **2.H.3.** Regional Report on Women in Tourism in Africa • **2.H.4.** Capacity building for Private Sector - Gender Inclusive Strategy for Tourism Businesses • **2.H.5.** Capacity building for Member States - Gender Mainstreaming for the Public Sector	ECSR		X	SDGs 1, 4, 5, 10, 17
	• **2.H.6.** Promote the uptake of the UNWTO 1-hour online 'Gender Equality in Tourism Training' course - Target 10,000 users	ECSR	X		SDGs 1, 4, 5, 10, 17
	• **2.H.7.** Further development of the 'Centre Stage' pilot project	ECSR	X	X	SDGs 1, 5, 8, 10
2.I. Accessibility	• **2.I.1.** Report of the UNWTO International Conference on Accessible Tourism *Tourism for All: Advancing accessibility for destinations, companies, and people* • **2.I.2:** Report with good practices from Europe. San Marino Declaration	ECSR, RDEU	X	X	SDGs 9, 11
	• **2.I.3.** UNWTO Congress on Tourism and Universal Accessibility in the Americas/ Compendium of Good Practices from the Americas • **2.I.4.** Awareness-raising seminar for MSs to advance accessible tourism planning, policies, standards and strategies/ Recommendations for MS • **2.I.5.** Workshop on Accessible Tourism in Asia and the Pacific Region/ Regional compilation of good practices • **2.I.6.** Accessible Tourism Destination International Recognition ATD2024 & ATD2025	ECSR, RDs	X	X	SDGs 9, 11, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[17]	XB[18]	SDGs
	• **2.I.7.** Seminar on Accessibility in Natural and Protected Areas -_Compendium of Good Practices + Recommendations for NTAs and DMOs, with IUCN and EUROPARC				
2.J. Labour inclusion	• **2.J.1.** Awareness-raising seminar for MSs to champion labour inclusion of traditionally marginalized groups through tourism • **2.J.2.** UNWTO Guidelines on Labour Inclusion of PwD by companies/ Pilot testing + selection of best practices + toolkit for labour inclusion for the private sector, with Sustainable Hospitality Alliance (SHA), European Network for Accessible Tourism (ENAT) and ONCE Foundation	ECSR	X	X	SDGs 1, 4, 5, 8, 10, 17
	• **2.J.3.** UNWTO Jobs Factory	IEI		X	SDG 8
2.K. Tourism and culture	• **2.K.1.** 5th World Conference on Tourism and Culture & Declaration (with UNESCO) • **2.K.2.** Seminar & Recommendations on incorporating creative industries into the cultural routes and the cultural tourism value chain with Council of Europe/ICOMOS • **2.K.3.** Compendium of Good Practices in Indigenous Tourism: Leadership of SE Asia and the Pacific + incl. best practices with the World Indigenous Tourism Alliance (WINTA) • **2.K.4.** Seminar on Accessibility in Cultural Heritage and Cultural Tourism/Compendium of Good Practices + Recommendations for NTAs and DMOs, with ICOMOS/ICOM and UNESCO/World Heritage Centre	ECSR	X	X	SDGs 1, 9, 10, 11, 17
	• **2.K.5.** Develop projects to Promote Linguistic Tourism in collaboration in the Americas in collaboration with Instituto Cervantes	RDAM, IEI		X	SDG 4
2.L. FLAGSHIP INITIATIVES **Subject to voluntary contributions from Members and partners**	• **2.L.1. One planet sustainable tourism 2022-2024:** Members to engage as co-lead in all activities of the programme	SDT		X	SDGs 12, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[17]	XB[18]	SDGs
	• **2.L.2. Piloting implementation of One Planet action frameworks at country level upon request from MS**				
	• **2.L.3. Tourism Transition towards NetZero Emissions:** Empower businesses and tourism policy makers to accelerate the Tourism transition and transformation towards NetZero Carbon Emission, recognizing tourism commitment to international climate goals and the Paris Agreement, aligned with Glasgow PACT, including the COP26 Paris Rulebook – outlining the fundamental norms related to COP26 Article 6 on carbon markets.	SDT		X	SDGs 13, 17
	• **2.L.4. UN NetZero Facility** Creation of a UN NetZero Tourism Facility led by UNWTO with other UN entities ○ Accelerate the decarbonization of tourism, through adaptation and mitigation, by engaging the tourism sector in carbon removal. ○ Unlock innovative investment opportunities and scalable funding, secure grants for de-risking investment in order to support adaptation and mitigation policy changes and help companies to adopting sustainable consumption and production models. ○ **Explore innovative climate finance to support the UN NetZero Facility replenishment**	IRP		X	SDGs 6, 7, 12, 13, 14, 15, 17
	• **2.L.5. Measuring the Sustainability of Tourism (MST)** ○ Research and Development to finalize the Statistical Framework of Measuring the Sustainability of Tourism (SF-MST), the 1st statistical framework integrating data on economic, environment and social dimensions of sustainability ○ Presentation to the UN Statistical Commission for UN endorsement of the	STTC	X	X	All SDGs

Action outline	Outcomes/Outputs	Lead department(s)	RB[17]	XB[18]	SDGs
	SF-MST as the third international standard on tourism, complementing the International Recommendations for Tourism Statistics and the Tourism Satellite Account Recommended Methodological Framework o Publication of SF-MST o Development of an international classification of tourism occupations o 7th International Conference on Tourism Statistics focused on MST and its implementation o Elaborate a capacity development programme on MST including national and regional training o Online repository of resources on MST experiences on the ground o International dataset with MST-based data o Meetings of the Expert Group on MST o Publication on MST pilots vol III: Compilation of good practices in MST measurement				
	o Promote implementation of MST among UNWTO Member States	STTC, Regional Departments	X	X	All SDGs
	• **2.L.6. ESG Framework for Tourism Businesses** o Elaboration of Environmental, Social, & Governance (ESG) Framework for tourism business reporting, under MST umbrella o Partnership management: University of Oxford and private sector partners o Advisory Board o Publication on research findings and pilots	STTC	X	X	All SDGs

Priority 3: Invest in people: reinforce education and training, strengthen human capital for decent work.

Action outline	Outcomes/Outputs	Lead department(s)	RB[19]	XB[20]	SDGs
3.A. UNWTO Tourism Online Academy	• **3.A.1.** UNWTO Tourism Online Academy (10 courses), with IE University	IEI-ROME Office, all operational departments (courses' contents)		X	SDG 4
	• **3.A.2.** UNWTO Scholarship program	IEI	X	X	SDG 4
	• **3.A.3.** Implementation of the project Human Capital Development by E-Learning for the Kingdom of Saudi Arabia: creation of 10 additional courses and their translation into official languages	IEI (including UNWTO Academy)		X	SDGs 4, 8
3.B. UNWTO courses and learning material	• **3.B.1.** Human Capacity Building Programmes and executive courses	IEI (UNWTO Academy)		X	SDGs 4, 8
	• **3.B.2.** UNWTO Education Toolkit for High Schools and technical assistance for including tourism as a subject in high schools **See flagship initiative below** • **3.B.3.** Bachelor of Science in International Sustainable Tourism **See flagship initiative below** • **3.B.4.** UNWTO Acceleration Programme for the public sector	IEI	X	X	SDG 4
	• **3.B.5.** Capacity-building and Skill Development: Design and implement capacity-building programs and initiatives aimed at enhancing the skills and knowledge of chefs, restaurateurs, and culinary entrepreneurs, promoting innovation in African gastronomy while preserving traditional culinary heritage.	RDAF		X	SDGs 4, 8
	• **3.B.6.** Macao Institute for Tourism Studies (IFTM) -UNWTO Training Programme 2024	RDAP	X	X	SDG 4

[19] RB: Regular Budget, from assessed contributions
[20] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[19]	XB[20]	SDGs
	• **3.B.7.** Mexico and Argentina: Annual regional courses • **3.B.8.** Trainings on national parks and protected areas in the Americas	RDAM and IEI (UNWTO Academy)		X	SDG 4
	• **3.B.9.** AVIAREPS training for Member States - full grant 2024 and 2025 • **3.B.10.** AVIAREPS training for Member States - limited grants 2024 and 2025: Consumer research, Mystery shopper research • **3.B.11.** AMADEUS masterclasses for Member States	RDEU		X	SDG 4
	• **3.B.12.** Capacity-building and Skill Development: Design and implement capacity-building programmes and initiatives within the Omani Culinary Arts Centre project, aimed at enhancing the skills and knowledge of chefs, hospitality students, restaurateurs, and culinary entrepreneurs, promoting the Omani gastronomy in the region and worldwide.	RDME, IEI (UNWTO Academy)		X	SDGs 4, 8
3.C. Empower the UNWTO Education Committee	• **3.C.1.** Education Committee: bring strategic leadership from Member States and top world class universities	IEI	X		SDG 17
3.D. Capacity development initiatives and direct technical support in tourism statistics, including implementation of the UN standards: the International Recommendations for Tourism Statistics (on basic tourism statistics), the Tourism Satellite Account: Recommended Methodological Framework (on economic data on tourism) and the forthcoming Statistical Framework for Measuring the Sustainability of Tourism (MST)	• **3.D.1.** Regional training workshops (see examples below) • **3.D.2.** Technical support to countries (historically 15-20 countries per year), see some specific projects below as 3.D.4-3.D.8 • **3.D.3.** Training the trainers on MST	STTC	X	X	SDGs 4, 17
	• **3.D.4.** Nepal TSA Project • **3.D.5.** Measurement of the Impact of COVID-19 on the Tourism Sector and Development of the System of Tourism	RDAP, TCSR, STTC	X	X	SDGs 4, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[19]	XB[20]	SDGs
	Statistics and Tourism Satellite Account in Mongolia • **3.D.6.** Workshop on Tourism Statistics in Asia and the Pacific (Cambodia)				
	• **3.D.7.** Honduras: Improvement of tourism statistics, development of indicators and training of technical personnel • **3.D.8.** Caribbean: Continue training on statistics to Caribbean Tourism Organization's Member States	RDAM, TCSR, STTC		X	SDGs 4, 16, 17
	• **3.D.9** Tourism Statistics and TSA in UAE: Phase III on building the TSA based on surveys on inbound, outbound and domestic tourism	RDME, TCSR, STTC		X	SDGs 4, 16, 17
3.E. UNWTO Tourism Universities and Schools Global Network with common high-quality standards in terms of curriculum structure, including the most compelling skills for the sector's innovation and development.	• **3.E.1.** International Academies in collaboration with UNWTO: Dominican Republic, Kingdom of Saudi Arabia, Nigeria, Portugal, Uzbekistan, etc. **See Flagship initiative below**	IEI		X	SDG 17
	• **3.E.2.** Creation of Group of Excellence of Affiliate Universities	AMD	X		SDG 17
3.F. Tourism Education Quality Assurance Programme to strength education in destinations based on innovation and sustainability.	• **3.F.1.** Formal Education Programmes (Bachelors, Masters)	IEI		X	SDG 4
	• **3.F.2.** UNWTO TedQual Certification, with KSA	IEI, RDME		X	SDG 4
	• **3.F.3.** UNWTO Education Guidelines (editions 3 and 4)	IEI-ROME Office		X	SDG 4
	• **3.F.4.** UNWTO Tourism Education Toolkit	IEI-ROME Office, RDME		X	SDG 4
3.G. UNWTO Jobs Factory, the global tourism employment marketplace managed through artificial intelligence to matchmake talent with offers and bridge the gap among recruiters and jobseekers.	• **3.G.1.** UNWTO Jobs Factory	IEI	X	X	SDG 8

Action outline	Outcomes/Outputs	Lead department(s)	RB[19]	XB[20]	SDGs
3.H. UNWTO Jobs of the Future Observatory to monitor the impact of digitalization in tourism employment and identify gaps	• **3.H.1.** UNWTO Jobs of the Future Observatory	IEI		X	SDG 8

3.I. Enhance youth empowerment and engagement in the tourism sector	• **3.I.1.** Global and National Students' league
	  • Raise awareness on tourism and SDGs among young people
	  • Empower future tourism leaders
	  • Up-skilling youth on hot-topics
		YTD	X	X	SDGs 4, 8, 17

	• **3.I.2.** Global Youth Tourism Summit 2024 (GYST) • **3.I.3** Global Youth Tourism Summit – support national stakeholders for 2025 national and regional editions • **3.I.4** Youth2030 Scorecard: Ensure continued reporting on the implementation of the UN Youth Strategy and address the shortcomings from the progress report	RDEU	X	X	SDGs 8,17
3.J. FLAGSHIP INITIATIVES **Subject to voluntary contributions from Members and partners**	**3.J.1. International Academies in collaboration with UNWTO:** Understanding the importance of tourism education, UNWTO can partner with public and private sector stakeholders to set "International Academies in collaboration with UNWTO" with the aim of helping Member States strengthen their tourism workforce by quality and affordable programmes thought by UNWTO suggested experts or by inviting top academic institutions. They are expected to offer 3 main programmes: online education, offline education, and train the trainers and can be of any of the following types and education tracks:	IEI		X	SDG 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[19]	XB[20]	SDGs
	- Types of academies: vocational, managerial or hybrid - Education tracks: hotel operations, tourism or hotel operations and tourism				
	3.J.2. UNWTO Education Toolkit for High Schools and technical assistance This service includes a set of tools to support Member States incorporate tourism as a subject in secondary education as one of the main steps to advance the professionalization of the sector. By compiling the most relevant methodologies for teaching tourism, from the American Hospitality and Lodging Educational Institute (AHLEI), the International Baccalaureate Organization (IBO) and Cambridge International, it will guide the sector stakeholders through the planning, implementation and delivery of such a change in specific locations. Countries will count with technical assistance by UNWTO for mainstreaming the process.	IEI			
	3.J.3. Bachelor of Science in International Sustainable Tourism https://www.unwto.org/bachelor-of-science-in-international-sustainable-tourism UNWTO and the Lucerne University of Applied Sciences and Arts (HSLU) have developed the brand-new Bachelor of Science in International Sustainable Tourism and have launched it at the 118th Session of the Executive Council. It is a 3-year programme featuring UNWTO's vision and expertise, an official Swiss Diploma, and innovative teaching methodology including 1	IEI			

Action outline	Outcomes/Outputs	Lead department(s)	RB[19]	XB[20]	SDGs
	year in Madrid, 6 months in remote, 6 months anywhere in the world for an internship, and 1 year in Lucerne. Member States can support young leaders to be part of this initiative with the aim to have a team of high-quality professionals in tourism able to tackle the most compelling challenges with a holistic perspective.				

Priority 4: Boost investment & Scale up innovation: access to finance, accelerate the uptake of new business models.

Action outline	Outcomes/Outputs	Lead department(s)	RB[21]	XB[22]	SDGs
4.A. Develop capacity building initiatives to attract, promote and mobilize FDI investments enabling frameworks and guidelines to encourage traditional investors and non-traditional investors to prioritize investments in tourism: green hospitality business models, renewable energies, responsible tourism tour-operators, thus fostering the sector's value chain to create purpose-driven companies in tourism.	• **4.A.1.** UNWTO Investment Reports and Guidelines • **4.A.2.** UNWTO Tourism Doing Business – investment Guidelines **See flagship initiative below** • **4.A.3.** UNWTO Investment Readiness Programme and Capacity Building	IEI	X	X	SDGs 4, 17
	• **4.A.4.** Incentive Mechanisms and Best Practices: Identify and share innovative incentive mechanisms and best practices that encourage responsible and sustainable tourism investments and practices in Africa, promoting collaboration among African countries to foster a competitive and attractive tourism environment in the region.	RDAF	X		SDGs 1, 8, 17

[21] RB: Regular Budget, from assessed contributions
[22] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[21]	XB[22]	SDGs
	• **4.A.5.** Green Investment for hotels revitalization in Egypt	RDME		X	SDGs 12, 15, 17
4.B. Strengthen the UNWTO Investment networks through the organization of investment forums to connect private-sector investors (private equity firms, developers, family offices, among others) with tourism ministries to open the doors to develop high-impact investment projects.	• **4.B.1.** UNWTO Investment Forums (2 editions) • **4.B.2.** UNWTO Investment Network (traditional and non-traditional investors	IEI	X X	X	SDG 17
	• **4.B.3.** Global Tourism Economy Forum (GTEF) 2024 and 2025, with Macao S.A.R. Government and Global Tourism Economy Research Centre (GTERC)	RDAP, IEI	X		SDG 17
4.C. Help Member States to develop their innovation programmes and new technologies to empower their national tourism ecosystem.	• **4.C.1.** UNWTO Startup Labs ***	IEI	X	X	SDGs 8, 9
	• **4.C.2.** Innovation Observatory for Arab Member States (in collaboration with the League of Arab States)	IEI, RDME	X	X	SDG 9
4.D. Scale and support 10,000 startups and innovators from the UNWTO Innovation Network by connecting them to the global tourism entrepreneurship ecosystem (startups, governments, institutions, academia, corporates, investors, hubs) in order to develop pilot projects and spread the most innovative solutions for the sector.	• **4.D.1.** UNWTO Startup Competitions (6 editions):startup competition on rural and agrotourism in the Americas, Women in Tech Startup Competition: Middle East, etc. • **4.D.2.** UNWTO SDGs Global Startup Competition • **4.D.3.** UNWTO Startup Network • **4.D.4.** UNWTO Startup School	IEI-ROME Office		X	SDG 17
4.E. Enhance UNWTO Tourism Tech Adventures Forums to connect startups and innovators with investors, raising over USD 100 million in funding and attracting more investments in tourism innovation.	• **4.E.1.** UNWTO Tourism Tech Adventures Forums for global programmes • **4.E.2.** UNWTO Tourism Tech Adventures Forums for specific countries	IEI	X	X	SDG 17
4.F. Support Member States on creating Specific Regional Innovation Challenges to provide technology-driven solutions to tourism most demanding issues as sustainability, smart cities, deep technologies, gastronomy, sports among others.	• **4.F.1.** UNWTO Innovation Challenges for specific Member States	IEI		X	SDG 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[21]	XB[22]	SDGs
4.G. Digital Futures programme to accelerate economic recovery of the tourism sector by supporting Small and Medium-sized Enterprises (SMEs) and Travel Tech and Mobility Startups to unleash digital technologies to create jobs and enhance future resilience in the linkages of the tourism value chain post COVID-19.	• **4.G.1.** UNWTO Digital Futures for SMEs Programme in 3 countries **See flagship initiative below**	IEI	X	X	SDGs 8, 9
4.H. FLAGSHIP INITIATIVES **Subject to voluntary contributions from Members and partners**	**4.H.1. UNWTO Tourism Doing Business – investment Guidelines** https://www.unwto.org/investment/business-investing A more innovative and sustainable tourism sector relies on strong investments. For this reason, UNWTO has been working for more than a year on the creation of investment promotion guidelines for specific countries which analyse their economic, investments and competitiveness outlooks, while highlight their value proposition through a set of reasons to invest and a portfolio of projects. In addition, this service does not limit only to Foreign Direct Investments (FDI) but builds on a more comprehensive framework of non-traditional mechanisms including green financing, venture capital and more.	IEI			
	4.H.2. UNWTO Digital Futures for SMEs Programme https://www.unwto.org/digitalfutures Small and Medium Enterprises (SMEs) make up most of the tourism sector and are one of the most vulnerable groups within the sector's value chain, especially due to the lack of knowledge and tools to introduce new methods and technologies in their daily operations. Therefore, UNWTO is collaborating with leading companies such as Amadeus, Mastercard, Telefónica, Hosco and Ecolab-Lobster Ink to deliver	IEI			

Action outline	Outcomes/Outputs	Lead department(s)	RB[21]	XB[22]	SDGs
	capacity building on: business growth, e-commerce, Big Data and analytics, payments and security, connectivity, and human resources. At a first stage, entrepreneurs are able to undertake a diagnostic tool which guides them to choose the thematic paths they should follow for their digital transformation. Afterwards, they are invited to join online trainings. Secondly, Member States are encouraged to go further with specialized capacity-building with top experts for their business tissue.				

Priority 5: Build better and strong institutions: tourism policy, governance and resilience.

Lines of action	Outcomes/Outputs	Departments in charge / partners	RB[23]	XB[24]	SDGs
5.A. Develop and harmonize legal, normative and regulatory frameworks: Offer Members conceptually new governance and management models, as well as legal and regulatory frameworks which are key to re-think and re-orient tourism legislation and policy.	• **5.A.1. "**International Code for the Protection of Tourists": promote the dissemination of the ICPT, foster adherence by MS and establish a technical committee for monitoring and evaluating its implementation. • **5.A.2.** Establishment of the first "Observatory on Tourism Law for Latin America and the Caribbean", jointly with the Interamerican Development Bank (BID), including a legislative database of tourism laws and regulations, with a view to monitoring and analysing the status of tourism law and fostering harmonization at regional level.	LGCO LGCO in consultation with all knowledge departments	X	X	SDGs 16, 17

[23] RB: Regular Budget, from assessed contributions
[24] XB: Voluntary contributions

Lines of action	Outcomes/Outputs	Departments in charge / partners	RB[23]	XB[24]	SDGs
	• **5.A.3.** Other activities related to Tourism Law (Cooperation agreement with La Sorbonne University, First International Congress on Tourism Law in Salamanca) • **5.A.4.** Establishment of "Observatories on Tourism Law" • **See flagship initiative below**				
5.B. Tourism in the UN and global statistical system, SDG indicators	• **5.B.1.** UNWTO's multilateral function in mainstreaming tourism in global official statistics and UN measurement frameworks e.g. normative development of tourism characteristic occupations with ILO, positioning in System of National Accounts, the Balance of Payments Manual, the Central Product Classification, the International Standard Industrial Classification, Beyond GDP • **5.B.2.** UNWTO Committee on Statistics and UNWTO in the UN Statistical Commission to accompany global engagement and consensus-building processes – reaching out to 193 Member States of the UN • **5.B.3.** Positioning UNWTO/tourism in relevant measurement fora: UN Statistical Commission, Committee for the Coordination of Statistical Activities, UN Committee of Experts on Environmental - Economic Accounting, OECD, Eurostat, etc.	STTC	X		All SDGs
5.C. Foster New Governance models based on Public Private Partnerships (PPPs), community empowerment and entrepreneurship to enable environment for tourism businesses and positive impact on communities	• **5.C.1.** Conference on Aviation and Tourism • **5.C.2.** Guidelines on best practices on PPPs in tourism	AMD	X	X	SDG 17
	• **5.C.3.** Legal Framework and Policy Recommendations: Develop a comprehensive set of policy recommendations and guidelines for the creation or enhancement of legal frameworks that support sustainable and inclusive tourism development in African	RDAF in consultation with all operational departments		X	SDGs 16, 17

Lines of action	Outcomes/Outputs	Departments in charge / partners	RB[23]	XB[24]	SDGs
	countries, addressing key areas such as investment, taxation, infrastructure, environmental protection, and cultural preservation. • **5.C.4.** Governance and Institutional Strengthening: Establish strategies and action plans to enhance tourism governance and institutional capacity at national and regional levels, focusing on transparent decision-making processes, effective stakeholder engagement, and the development of skilled human resources to support the growth of the tourism sector across Africa.				
5.D. Provide proper capacity-building to civil servants in NTAs, as well as ad-hoc access to key information and data for proper decision-making. **Note:** For capacity-building, also see activities under Priority 3	• **5.D.1.** Capacity-Building and Training: enhance the skills and knowledge of tourism professionals, law enforcement, and other stakeholders involved in tourism security and resilience, equipping them to effectively prevent, respond to, and recover from crises or security threats.	RDAF in consultation with relevant knowledge departments	X	X	SDG 4, 16
	• **5.D.2.** Facilitating access to content by means of translating reports, documentation, and more	COSE	X		All SDGs
5.E. Enhance tourism resilience and crisis management: cooperation, frameworks, institutions, businesses, etc.	• **5.E.1.** Security and Resilience Framework in Africa: Based on the White paper on Security and Safety in the Tourism Sector, support MS to develop a comprehensive framework to enhance security and resilience in their tourism sector, addressing key challenges and outlining strategies for risk mitigation, crisis management, and effective response and recovery mechanisms. • **5.E.2.** Monitoring and Evaluation: Support MS in designing and implementing a robust monitoring and evaluation system to track progress on security and resilience initiatives in the tourism sector, allowing for data-driven decision-making	RDAF in consultation with relevant knowledge departments		X	SDGs 1, 8, 11, 12, 16

Lines of action	Outcomes/Outputs	Departments in charge / partners	RB[23]	XB[24]	SDGs
	• **5.E.5.** Resilience Center in Japan: The Tourism Resilience Initiative will endeavour to identify and share knowledge and insights from past crises, raise awareness of tourism crisis management among destinations and the tourism industry, and provide opportunities to build capacities and support Member States to develop tourism resilience policies to prepare for future crises.	RSOAP in consultation with relevant knowledge departments		X	SDG 1, 11, 13, 17
	• **5.E.6.** Cooperation with UNOCT • **5.E.7.** Initiatives with WHO	SDT and TMIC	X	X	SDG 17
5.F. Strengthen destination management	• **5.F.1.** Creation of Group of Excellence of AM DMOs	AMD	X		SDG 17
	• **5.F.2.** Honduras: Support DMO's and development of Smart Destination • **5.F.3.** Development of Sustainable Destinations in the Americas (5 ad hoc financed by donor) (development/promotion of general guidelines)	RDAM/TMIC		X	SDGs 11, 17
	• **5.F.4.** Webinar on Destination Management Governance, in collaboration with the League of Arab States	RDME/TMIC		X	SDGs 11, 17
	• **5.F.5.** Technical Assistance for the Ministry of Tourism of Lebanon ○ 1st component: providing a road map for the development of a Destination Management Organization ○ 2nd component: providing training on the management of nature-based tourism destinations	RDME/TCSR/TMIC		X	SDGs 4, 8, 11, 17
5.G. Support strategy and planning	• **5.G.1.** Wide range of technical cooperation projects aligned with Member State needs and priorities, as well as with SDGs (utilizing the Toolkit TIPs), focusing on developing and promoting tourism as an engine for socioeconomic growth, sustainable development and poverty alleviation.	TCSR		X	All SDGs
5.H. FLAGSHIP INITIATIVE, subject to voluntary contributions by Members and partners	• **5.H.1. Tourism Law Observatories:**	LGCO	X	X	SDGs 16, 17

Lines of action	Outcomes/Outputs	Departments in charge / partners	RB[23]	XB[24]	SDGs
	Establishment of "Observatories of Tourism Law" at regional level, with the support of a network of individual experts and academic collaborators, in order to: • Monitor and analyse the status of Tourism Law at regional level; • Develop a comprehensive legislative database of tourism laws and regulations with view to disseminating and sharing knowledge among member States and harmonizing tourism law at the international level; • Produce relevant materials (guidelines, model laws, publications) to service Member States in the development and improvement of Tourism legislation • Develop service lines for the Member States in the field of Tourism Law (technical assistance in the development/review of tourism legislation)				
	• **5.H.2 TIPS - TOOLKIT OF INDICATORS FOR PROJECTS** This flagship initiative aims to ensure the widespread adoption and successful implementation of the Toolkit, which can be applied to various tourism activities, serves as a requirement for development partners, at the local, national and international level, while influencing key stakeholders, policymakers, and the general public to embrace sustainable tourism practices aligned with the SDGs. This initiative is founded on the following strategic objectives: • **Global Awareness and Adoption:** Raise global awareness about the TIPs Toolkit, ensuring that tourism stakeholders worldwide recognize its value in promoting sustainable tourism aligned with the SDGs.	IRP		X	

Lines of action	Outcomes/Outputs	Departments in charge / partners	RB[23]	XB[24]	SDGs
	• **Partnerships and Collaboration:** Foster collaboration and partnerships among tourism organizations, governments, and other stakeholders to drive sustainable tourism initiatives and amplify the impact of the TIPs Toolkit. • **Policy Influence:** Advocate for the integration of the TIPs Toolkit into tourism policies and practices at national and international levels. • **New Metrics for tourism and development aid**: Catalyse increased ODA Official Development Assistance (ODA) and Aid for Trade flows from the donor community.				

IV. Structure of the Secretariat

44. Descriptions of the different departments are available in the table below:

Department acronym	Description
Management	Management includes the Office of the Secretary-General and the Executive Director
COMM Communications	The UNWTO Communications Department contributes to positioning tourism in the 2030 Agenda for Sustainable Development, increasing the digital footprint, as well as generating strategic media relations of UNWTO. A growing and consistent public visibility of UNWTO needs relevant information at its foundation. Factored into a coherent and strategically conceived public outreach, the UNWTO Communications Department grows organizational reputation and thought leadership. These are in turnkey to add membership value and broaden UNWTO's influence base.
LGCO Legal Counsel	The Legal Counsel a) advises on UNWTO's legal framework to avoid legal risks at the prevention stage and to protect the Organization from any potential liability, b) verifies agreements, contracts and other legal documents, c) prepares legal opinions/advice for Management and Governing Bodies, d) provides legal security and clarity of UNWTO's legal framework and documents, e) discharges the depositary functions in relation to UNWTO's treaties (Framework Convention of Tourism Ethics) and d) conducts Tourism & Law activities.
SECU Security	Under the supervision of the Office of the Secretary-General, the Security department is responsible for: Relationship with the United Nations Department of Safety and Security UNDSS and implementation of the normative in the UNWTO structure and their procedures (UNSMS). Verification of implementation of security matters for International Events and the corresponding relations with the Host and its security services. Coordination with Spanish Authorities (Foreign Affairs, Interior, Police) Security for UNWTO building (Safety and Security).
COSE Conference services	Conference Services is responsible for: Providing translation, interpretation, terminology, drafting guidelines and other language support services to the Secretariat, Organizing the meetings of the General Assembly, the Executive Council and related events and activities, Managing General Assembly and Executive Council documentation, and Providing conference support services to the other programmes of the Secretariat.
RDAF, RDAM, RDAP, RDEU, RDME Regional Departments (Africa, the Americas, Asia and the Pacific, Europe and Middle East)	The Regional Departments (Africa, the Americas, Asia and the Pacific, Europe and Middle East) are responsible for the coordination, follow-up and reporting of the activities undertaken in each UNWTO region and to maximize participation of, and benefits for, all UNWTO Members. Through continuous relations with each and every member, as well as with relevant regional organizations, the departments ensure, a fair, yet strategic, geographically balanced repartition of UNWTO activities. Furthermore, the departments create a strategy and a subsequent programme of work based on the state of the art in Tourism Policy and Tourism Governance. Moreover, they also establish and maintain relations with non-Member States in order to integrate them within the Organization. Lines of action:

	To establish, in coordination with the other departments, a reporting system for all activities undertaken and relations established in each region To keep Management informed on all relevant regional issues (priorities, requests from Members, etc.), and other programmes on activities of their respective competency To contribute actively to the dissemination and promotion of the operational departments' deliveries To gather any useful information regarding Member States, particularly, but not only, upon request from operational departments
IEI Innovation, Education and Investments	The Department of Innovation, Education and Investments focuses on strengthening the global tourism innovation and entrepreneurship ecosystem; scaling up education for supporting added-value jobs worldwide; and supporting tourism economic recovery through sustainable investments. Its flagship programmes are: • Innovation: - UNWTO SDGs Global Startup Competition - UNWTO Startup School • Education - UNWTO Tourism Education Toolkit with the purpose of including tourism as a subject in high schools - Bachelor of Science in International Sustainable Tourism - International Academies in collaboration with UNWTO - UNWTO Jobs of the Future Observatory - Massive Open Online Courses MOOCs on vocational training in the (UNWTO Tourism Online Academy) • Investments - UNWTO Tourism Doing Business – Investment Guidelines for specific countries
Academy	As part of the Innovation, Education and Investments Department, UNWTO Academy leads the curated education programmes for Member States, partners for formal education programmes and carries out the Ted.Qual certification for tourism, hospitality and related programmes.
Youth and Talent Development	Youth and talent development initiatives that empower and motivate youth by raising their awareness on the Tourism sector and its jobs and that enable these young people to then enter the labour market as highly qualified and skilled professionals capable of adapting to any situation that may arise.
TCSR Technical Cooperation and Silk Road	The Technical Cooperation and Silk Road (TCSR) department primarily focuses on providing targeted technical assistance to Member States to bolster both competitive and sustainable tourism. This central role encompasses a wide range of services such as policy advising, capacity building, and the creation of strategies for sustainable tourism development. The scope of the technical assistance is broad, covering everything from human resource development to fostering public-private partnerships and strengthening institutional frameworks. This work is financially supported through key partnerships with Member States, major international development finance institutions and UN agencies. This funding allows the department to engage not only its internal expertise but also leading external experts and firms for both short-term missions and long-term projects. Operating under this comprehensive umbrella of technical cooperation, the Silk Road initiative serves as a specialized segment and it aims to promote responsible and sustainable tourism along the historic Silk Road, involving 34 Member States.

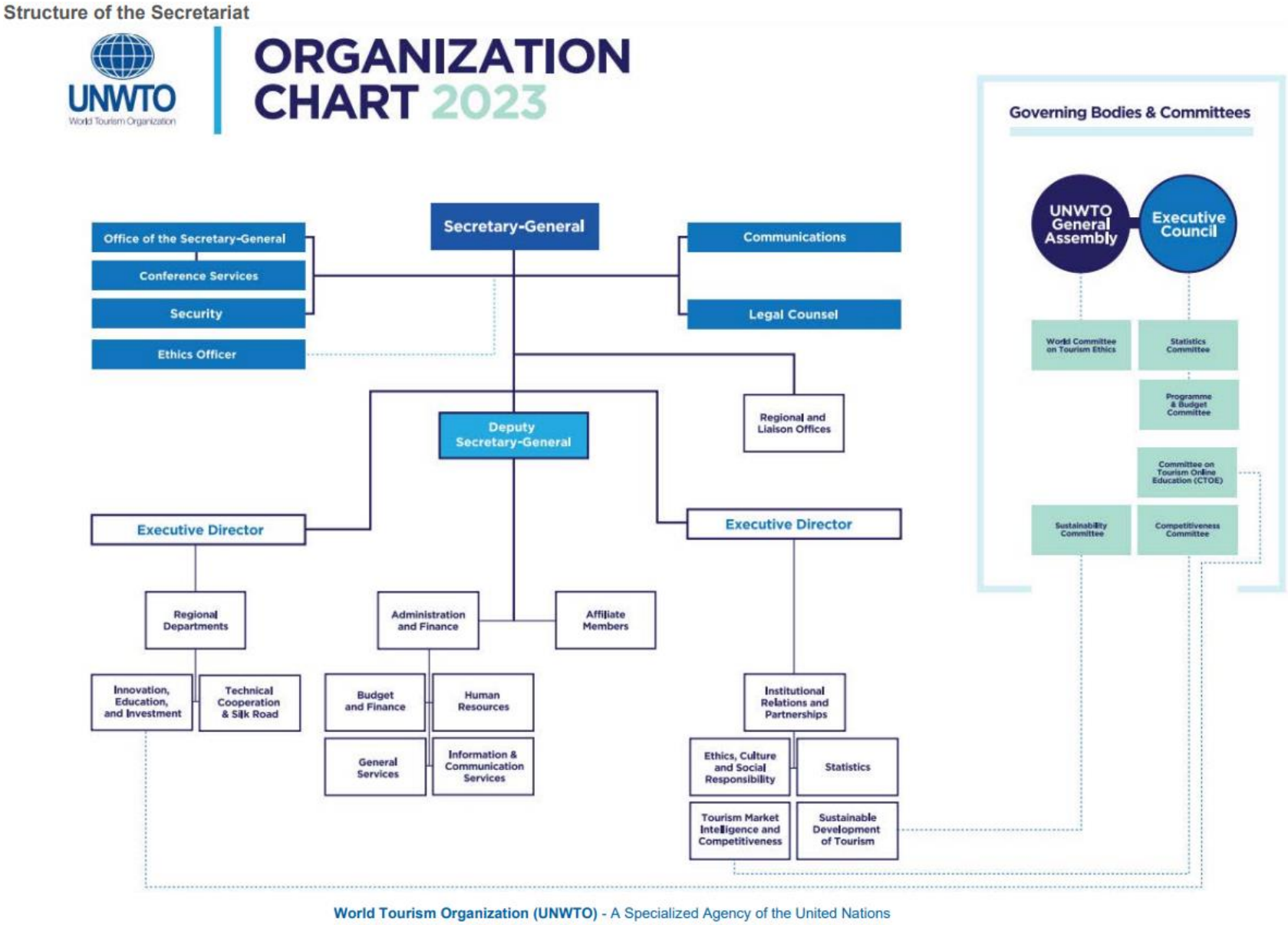
SDT **Sustainable Development of Tourism**	The Sustainable Development of Tourism (SDT) Department addresses the generation of social, economic and cultural benefits for host communities resulting from sustainable development of tourism while minimizing the negative impacts upon the natural or socio-cultural environments. It deals with policies and tools for SDT and their application to the different types of tourism destinations for improved sustainability and resilience of the sector both for tourism operations – including circularity and climate action - and biodiversity preservation. It coordinates relevant UN Resolutions with the UN General Assembly.
ECSR **Ethics, Culture and Social Responsibility**	The Ethics, Culture and Social Responsibility Department is tasked with the promotion of responsible, socially inclusive and universally accessible tourism. Guided by the provisions of the Global Code of Ethics for Tourism, the Department focuses on promoting 1) accountability of tourism key players and ensuring socio-cultural sustainability, 2) accessible tourism for all, 3) corporate social responsibility and ethical business practices, 4) gender equality and women's empowerment, 5) intercultural dialogue and the respect for cultural heritage and traditional cultural practices in tourism development, especially that of indigenous peoples; and, 6) human rights in tourism. The Department also coordinates the activities of the World Committee on Tourism Ethics and the implementation of the UNWTO Framework Convention on Tourism Ethics.
TMIC **Tourism Market intelligence and Competitiveness**	Tourism Market intelligence and Competitiveness' mission is to "Make Tourism Destinations More Competitive and Resilient" by: - Creating a one-stop shop for updated and relevant data, trends and insights and harness the opportunities provided by big data, technology and partnerships to step up market intelligence at global level and in the Member States. - Create knowledge and benchmarking on tourism's short-term performance and trends, tourism policy and product development - Setting up Recommendations and Guidelines and enhancing skills on key issues defining tourism competitiveness in the areas of policy and governance, destination management, product development and marketing - Creating platforms for sharing of good practices on tourism intelligence, policy, planning, development, and management - Advancing tourism for rural development as a means to build inclusive and sustainable territories and reduce inequalities
STTC **Statistics**	The UNWTO Statistics Department is committed to mobilizing the power of data for a future proof tourism. Tasked with executing UNWTO's only substantive United Nations mandate to collect, analyse, publish, standardize and improve the statistics of tourism, and to promote their integration within the sphere of the United Nations system", the Department's work is centred on 3 core pillars: 1. Standards: research and development, wide stakeholder engagement, and global consensus building for universal applicability of internationally agreed frameworks for measuring tourism 2. Capacity: supporting countries in their measurement of tourism by collecting good practices, designing practical compilation guides, and rolling out capacity building and technical assistance programmes 3. Data: managing the most comprehensive database on tourism worldwide by constant liaising with 220 countries and territories in the world for their official data reporting while continuously striving to improve the scope, timeliness, and accessibility of the data.
AMD **Affiliate Members**	The UNWTO Affiliate Members Department (AMD) fosters public-private cooperation in tourism and the synergies among Affiliate Members and

	Member States. Bringing together more than 450 private companies, associations, educational institutions, and he UNWTO Affiliate Membership provides an unparalleled space for members to engage in dialogue, exchange knowledge, support new measures and create synergies that promote the development of the sector, and contribute to the promotion of the United Nations' Sustainable Development Goals (SDGs).
IRP **Institutional Relations and Partnerships**	The Institutional Relations and Partnerships Department provides policy advice to the Secretariat in the field of external relations and financing for development for UNWTO's ability to realize its mandate in the 2030 Agenda. As part of the UN System, the work unfolds with a strong focus on: a) in forging strategic partnerships with UN and other institutions (IOs), including international finance institutions (IFIs) and other stakeholders; b) Advocacy for tourism in the global trade and development agenda; and c) increasing capacity and mobilizing resources through strategic partnerships.
BDFN **Budget and Finance**	The Budget and Finance Department, in accordance with the UNWTO Financial Rules and Regulations, is responsible for preparing and monitoring the UNWTO budget; producing the Financial Statements of the Organization compliant with IPSAS; drafting UNWTO financial rules, regulations, policies and budgetary and financial reports for the UNWTO Governing Bodies and other stakeholders; accounting; treasury operations and investments; monitoring receivables and payables; payroll; and, liaise with the External Auditors and other stakeholders such as financial institutions. The department also provides advice on financial aspects of agreements and other legal commitments, and functional requirements for the data model and reference data of the financial management information system of the Organization.
GESE **General Services**	The General Services Department is responsible for providing travel services to staff on missions, ensuring the adequacy and proper maintenance of the infrastructure of the Headquarters building and utilities contracts, providing security services, handling reproduction and printing services, distributing mail and internal documents, and securing internal transportation services.
HR **Human Resources**	The Human Resources Department is responsible for recruitment, personnel administration and training of all UNWTO personnel. It is also responsible for the various administrative functions related to the hiring of Service Contract holders, Experts, Interns and other personnel.
ICT **Information and Communication Technologies**	The Information and Communication Technologies Department (ICT) is responsible for providing technological services and technical support to the Organization in the IT and communication fields (e-mail, intranet, micro computing, applications, network, etc.).

45. The proposed budget to execute the programme of work 2024-2025 is available in document **A/25/5**.

46. The UNWTO Secretariat organizational chart is shown below:

Structure of the Secretariat



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

Annex I (a): Advantages and obligations of UNWTO's membership in the United Nations Sustainable Development Group (UNSDG)

Introduction

1. With the ongoing global challenges affecting tourism country support is critical and has been led by the United Nations (UN) country teams, under the leadership of the UN Resident Coordinators (RCs). UNWTO has partially benefitted from UN system resources, but could take fuller advantage to leverage resources and capacity by re-joining the United Nations Sustainable Development Group (UNSDG). The Secretary-General presents again the issue of the United Nations Reform and UNWTO's potential return to the UN Sustainable Development Group (UNSDG) for consideration and decision, of the General Assembly, taking into account the previous recommendations of the EC and the resolutions of the General Assembly (23rd and 24th sessions) that 'UNWTO not be part of the UNSDG for the biennium 2020-2021 nor the biennium 2022-2023'.

Proposal

2. The UN reform continues to be an increasingly relevant and progressive process for the UN system. Key to this reform is that UN country teams (UNCTs) and their respective RCs are given a more central and decisive role, that will require a comprehensive mechanism of cost-sharing support for the RCs, enabling them to fully support the UN system's development agenda on the ground. The RC system has furthermore developed and begun implementation of a UN system-wide 1 percent (1%) Levy since 2019 with new cooperation agreements that aims to enhance pooled funding for development-related activities of the system, which should further strengthen the system's overall capacity. As a non-resident agency (NRA), UNWTO faces a critical cross-road and must re-evaluate its participation and engagement with the UN development system framework – a support and coordination mechanism led by the UNSDG and its numerous resources at the global, regional and national level. With the onset of growing global challenges, the UNSDG mechanism serves as a critical resource base and service for UNWTO, not only in administrative and financial terms, but also in outreach and enhanced impactful capacity development.

3. It is recalled that UNWTO's Executive Council (110th session) decision CE/DEC/3(CX) (par. 9, pg. 5), its General Assembly (23rd and 24th sessions) resolution A/RES/714(XXIII) (par. 7, pg. 6) and resolution A/RES/732(XXIV) (par. 13, pg. 7) on the Implementation of the General Programme of Work, decided that "UNWTO shall not be part of the UNSDG for the (…) biennium 2020-2021 and 2022-2023, respectively, and that "…UNWTO membership will be reconsidered for 2024-2025". Such decision was based on the implied costs expected from the Secretariat in the amount of 200,000 USD per annum (and additional management costs), as well as the preparedness of the UN Reform to fully cater and support UNWTO as an NRA at the country level.

4. As a result of its exclusion from UNSDG membership, UNWTO is restricted from the negotiations and signature of, as well as the financing under the United Nations Sustainable Development Cooperation Framework (UNSDCF), an instrument for planning and implementation of the UN development activities at country level that determines and reflects the UN development system's contributions in a country and shapes the configuration of UN assets required inside and outside the country. The Secretariat as well has limited access to the works of UNCTs including meetings and working groups that may also involve non-UN entities and donors at country level. These activities are essential to align coordination efforts, tracking funding trends, enhancing partnerships, and ensuring that the tourism sector is correctly featured in development instruments created with and by the UN.

5. UNWTO continues to witness numerous missed opportunities both in financial terms due to the decision of removing its membership from the UNSDG, where many UN system resources are created and made available only to UNSDG members – for example the UN COVID-19 Response and Recovery Multi-Partner Trust Fund (UN COVID-19 MPTF) for socio-economic recovery from COVID-19 (completed in early 2023). It must be noted that the non-eligibility to apply for funding directly is extended to other inter-agency pooled funds such as the Joint SDGs Fund, the Global Fund for Coral Reefs, the United Nations

Pacific Strategy, the Pacific Insurance and Climate Adaptation Programme (all catering for tourism to be supported), the 2030 Agenda Financing Strategy Trust Fund, or the Tanzania SDG Acceleration Fund (as an example of a programme country fund).

6. Given the immense importance of building back the tourism sector as never before, as well as the growing impetus for increased global efforts and coordination, many UN system offices at country levels, including RCs, have reached out to UNWTO for support in tourism recovery efforts as part of the UN work on socioeconomic recovery. UNWTO has as much as possible, responded positively to these requests, including participating in ad-hoc coordination meetings dedicated to tourism recovery or contributing to the preparation of the UNSDCFs or projects. However, the organization was never allowed to request for funding or participate as an implementing entity of such initiatives.

7. Due to its member-focused nature, the Secretariat continues to monitor and implement activities aiming to mitigate the shortfalls created by its exclusion from the UNSDG membership. Thus, despite the very limited direct return on the investment of the Secretariat resources, UNWTO is currently collaborating with the RCs, UNDP, UNEP, FAO and other institutions, with a view to enhance its working relations, diversifying and successfully facilitating mobilization of extra-budgetary financial and non-financial resources with multilateral donors and financial institutions, and, thus, strengthening its institutional framework. UNWTO aims to better position itself for a return to a stronger and enhanced engagement with the UN country teams and the UNSDG.

Annex I (b): UN Sustainable Development Group (UNSDG) Explanatory Overview

The United Nations Sustainable Development Group (UNSDG) unites the 37 UN entities, which contribute to the attainment of the 2030 Agenda for Sustainable Development at the country level and which collectively constitute the United Nations development system in countries. The UNSDG defines and unites common strategic priorities, work plan and operational activities, which give direction to efforts at the global, regional and country level to facilitate a step change in the quality and impact of UN support at the country level.

Mandate:

- The UNSDG was originally created as the "United Nations Development Group (UNDG)" by then UN Secretary-General Kofi Annan as part of a package of actions to enhance system-wide coherence.
- UN Secretary-General António Guterres reinvigorated the UNDG as the "United Nations Sustainable Development Group (UNSDG)" with a reconstituted membership and leadership under the chairmanship of the Deputy Secretary-General. UNDP serves as Vice-Chair of the UNSDG.

Overall objectives:

- The UNSDG seeks to maximize the UN development system's collective contribution to the 2030 Agenda at the country level.
- It provides strategic direction and oversight to ensure UN development system entities deliver coherent, effective and efficient support to countries seeking to attain sustainable development.

Specific objectives:

- Serve as a policy development and management instrument geared to contributing to, and affecting, policy, administrative and operational decisions by each of its member entities in support of the development work of the United Nations;
- Contribute to strengthening policy coherence and cost-effectiveness of UN development operations by reducing duplication and by pooling resources and services to maximize programme impact and minimize administrative costs;
- Promote a more unified UN presence at the country-level through providing a forum for concerted directives to Resident Coordinators (RCs) and field representatives;
- Advocate the comparative advantages and results of UN multilateral development cooperation.

Membership:

The UNSDG comprises all UN entities that contribute to the attainment of the 2030 Agenda for Sustainable Development at the country level and collectively constitute the United Nations development system in countries.

- Membership of the UN Sustainable Development Group is at the invitation of the UNSDG Chair. A UN entity's decision to join would be formalized through a letter from the UN entity's Principal to the UNSDG Chair, accepting the Chair's invitation. An entity's Principal may also write to the Chair to express interest in joining the UNSDG.
- UNSDG members commit to be fully engaged in the UNSDG, and importantly in field operations through their participation in UNDAFs and UNCTs, and to abide by the principles of collective decision-making. All members are equally responsible for implementing UNSDG agreed actions.
- UNSDG members also commit to contribute annually to the global UNSDG cost-sharing arrangement in support of the Resident Coordinator system based on an agreed formula, subject to approval of their governing bodies as required. UN entities joining the UNSDG will be expected to contribute starting in the year of them becoming a member or the first budgetary opportunity thereafter.
- UNSDG members' commitments and responsibilities will be formalized through a new UNSDG mutual accountability compact.

UNSDG Members	
1	DPPA – United Nations Department of Political and Peacebuilding Affairs
2	FAO – Food Agriculture Organization of the United Nations
3	IFAD – International Fund for Agricultural Development
4	ILO – International Labour Organization
5	IOM – International Organization for Migration
6	ITC – International Trade Centre
7	ITU – International Telecommunications Union
8	OCHA – Office for the Coordination of Humanitarianism
9	OHCHR – Office for the High Commissioner for Human Rights
10	UN DESA – United Nations Department of Economic and Social Affairs
11	UN ECA – United Nations Economic Commission for Africa
12	UN ECLAC – United Nations Economic Commission for Latin America and the Caribbean
13	UN ESCAP – United Nations Economic and Social Commission for Asia and the Pacific
14	UN ESCWA – United Nations Economic and Social Commission for Western Asia
15	UN PBSO – United Nations Peacebuilding Support Office
16	UN Women – United Nations Entity for Gender Equality and the Empowerment of Women
17	UN Habitat – United Nations Human Settlement Programme
18	UNAIDS – Joint United Nations Programme on HIV/AIDS
19	UNCDF – United Nations Capital Development Fund
20	UNCTAD – United Nations Conference on Trade and Development
21	UNDP – United Nations Development Programme
22	UNDRR – United Nations Office for Disaster Risk Reduction
23	UNECE – United Nations Economic Commission for Europe
24	UNEP – United Nations Environment Programme
25	UNESCO – United Nations Educational, Scientific and Cultural Organization
26	UNFPA – United Nations Population Fund
27	UNHCR – United Nations High Commissioner for Refugees
28	UNICEF – United Nations Children's Fund
29	UNIDO – United Nations Industrial Development Organization
30	UNODC – United Nations Office on Drugs and Crime
31	UNOPS – United Nations Office for Project Services
32	UNRWA – United Nations Relief and Works Agency for Palestine Refugees in the Near East
33	UNV – United Nations Volunteers
34	WFP – World Food Programme
35	WHO – World Health Organization
36	WIPO – World Intellectual Property Organization
37	WMO – World Meteorological Organization

Working methods:

The UNSDG Chair convenes the UNSDG at the level of UN Executive Heads. The UNSDG convenes twice a year on the margins of the CEB Spring and Fall Sessions. The Chair also convenes special strategic meetings as needed. Each UNSDG member is represented by its Principal, with no substitutions or "plus ones." At a global level, the UNSDG works in close collaboration with the UN System Chief Executives Board for Coordination (CEB) and its High Level Committee on Programmes (HLCP) and High Level Committee on Management (HLCM).

- Decision-making is based on consensus among UNSDG members, with the adoption of the opt-out principle when circumstances call for it, which would require the UNSDG Principal to inform the UNSDG Chair in writing accordingly.
- The Executive Heads of UNSDG member entities inform the Secretary-General through the UNSDG Chair and Vice-Chair in the UNSDG and the UNSDG Core Group respectively with regard to each entity's contributions to system-wide results, support to system-wide instruments and pooled funding, including the UNSDG cost-sharing agreement in support of the Resident Coordinator system.

The **Deputy Secretary-General serves as Chair of the UNSDG**. The Chair performs the following functions:

1. Provides **leadership**, **strategic guidance** and oversight **on system-wide support to the 2030 Agenda** for Sustainable Development;
2. Serves as facilitator of integration and system-wide policy coherence at the global level, drawing, inter alia, on the discussions and decisions of the Joint Steering Committee to advance Humanitarian and Development Collaboration and the Executive Committee of the Secretary-General;
3. Catalyses and convenes targeted global-level initiatives toward acceleration of progress on the 2030 Agenda that might require the high-level platform of the SG/Deputy SG;
4. Coordinates the high-level dialogue with Member States and other partners to mobilize system-wide funding in line with the Funding Compact.

The **UNDP Administrator serves as the UNSDG Vice-Chair**. The Vice-Chair is responsible for:

1. Coordination and coherence of the operational work of the UNSDG, programme and partnership support, including the elaboration of programme, policy and financing instruments and guidance to UNCTs.
2. The operationalization of the newly established UNSDG Strategic Results Groups;
3. The implementation of key system-wide priorities agreed by the UNSDG;
4. The day-to-day management of the Resident Coordinator system.

UNSDG Core Group:

The UNSDG Vice-Chair chairs the UNSDG Core Group consisting of the Executive Heads of DESA, FAO, ILO, OHCHR, UNDP, UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UN WOMEN, WFP, WHO, the rotating Coordinator of the Regional Commissions. It convenes at least three times per year at Principals level. The UNSDG Core Group is convened quarterly.

- The UNSDG Core Group is tasked with overseeing the implementation of the UNSDG strategic priorities and work plan and providing guidance to the system as needed.
- The Core group is meant to provide direction for UNSDG priority setting and results achievement and to support a step-change in UN country level delivery.

UNSDG Strategic Results Groups:

The required paradigm shift of the 2030 Agenda and an enhanced interface with UN Country Teams is driven by a new set of UNSDG Strategic Results Groups, in which all UNSDG members are encouraged to actively engage. The Strategic Results Groups are at the forefront in addressing critical issues relating to the 2030 Agenda and providing technical support to the work of United Nations Country Teams. The work of all UNSDG Strategic Results Groups shares the following three elements: (i) Leveraging change within the UNDS for enhanced delivery on the 2030 Agenda, including in fragile and conflict settings; (ii) A focus on strategic results; and (iii) Field focus, supporting UNCTs in their country level work.

Initially, there will be four Strategic Results Groups: 1. SDG implementation; 2. Strategic financing; 3. Business innovations; and 4. Strategic partnerships. Each Group will focus on 1-2 key results, against which progress will be made in a given year. This could include targeted support to identified countries and/or deliverables focused around a specific theme.

United Nations Sustainable Development Group Office (UNSDGO)

UN SDGO is the Secretariat and technical and advisory support unit of the UNSDG. It brings together the UN development system with a mandate to support Resident Coordinators and UN Country Teams to promote change and innovation to deliver together on sustainable development. UN SDGO provides direct support to the Deputy Secretary-General in her capacity as UNSDG Chair and to the UNDP Administrator in his capacity as UNSDG Vice-Chair. UNSDGO reports to the UNSDG Vice-Chair on day-to-day management of its operations.

Regional UNSDG Teams

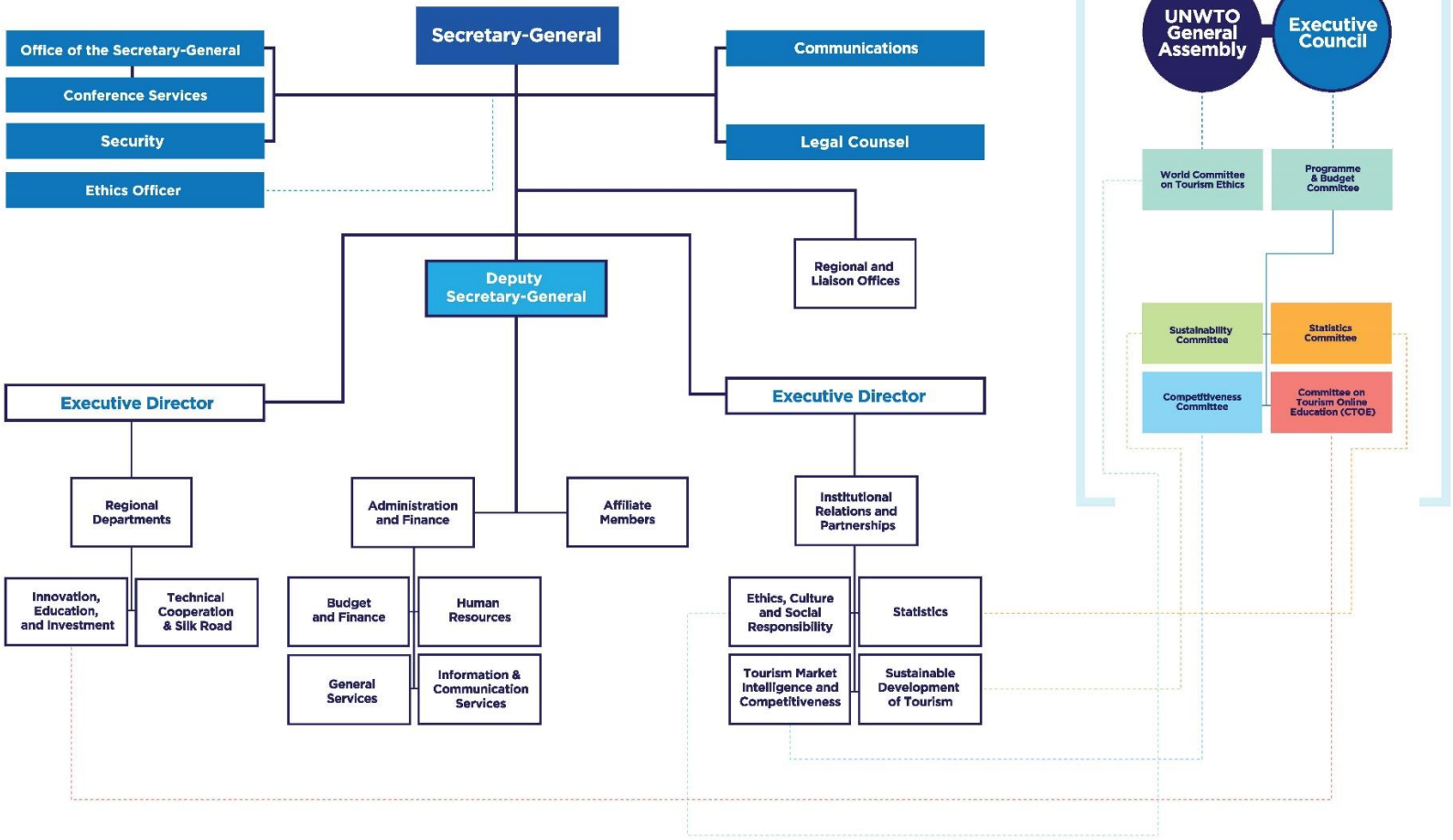
The six Regional UNSDG Teams play a central role in driving the UNSDG strategic priorities by supporting UN Country Teams with strategic priority setting, analysis and advice based on four original core functions:

- Policy guidance and technical support to UN Country Teams;
- Quality assurance of UNDAFs, UNCT Standard Operating Procedures for Delivering as One and joint initiatives;
- Performance management of Resident Coordinators and UN Country Teams;
- Dispute resolution and troubleshooting, as needed.

The Regional UNSDG Teams include all UNSDG member regional directors. The Teams are chaired by the UNDP regional directors. The Chairs are held accountable by and report to the UNSDG Vice-Chair on operationalizing UNSDG priorities at regional level and in support of Resident Coordinators and UN Country Teams at country level.

UN Resident Coordinators (RCs) and UN Country Teams (UNCTs)

Resident Coordinators lead the collective UN development efforts of 132 UN Country Teams in 162 countries and territories where there are UN programmes. They are the designated representatives of the UN Secretary-General for development operations at national level. Resident Coordinators and UN Country Teams implement the UNSDG strategic priorities by identifying the national policies, programmes and capacity development gaps and challenges, to which the UN system can best contribute under national ownership and leadership.

UNWTO World Tourism Organization

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