One of the most important objectives of the UNWTO Affiliate Membership is to continuously improve the effective integration of the Affiliate Members in the work of the Organization and the collaboration with the governments of the Member States.

Affiliate Members seek to support our Organization's mission to build a more responsible, sustainable, and universally accessible tourism, while also finding win-win synergies that can help Affiliate Members gain notoriety and showcase their expertise in the tourism sector.

Aware of the above, in December 2022, the UNWTO Secretariat launched a survey on Members' Priorities to prepare the Organization's General Programme of Work for 2024-2025, which is the master document guiding UNWTO's action for the next biennium.

For the first time in the history of the Organization, the survey launched by UNWTO to collect inputs from Member States for the elaboration of such document has been shared also among Affiliate Members, providing the opportunity to incorporate feedback and perspectives from the private sector, academia, and subnational tourism entities.

In accordance with the results of the Survey for the elaboration of the Programme of Work 2024-2025, the top three challenges for Affiliate Members regarding tourism development are:

- Improve the Brand Image
- Sustainability
- Workforce Shortage

The top three opportunities for Affiliate Members regarding tourism development are:

- Sustainable Tourism
- Destination and Tourism Management
- New Products

This document summarizes the lines of action that the Affiliate Members Department has identified as key areas in which Affiliate Members can contribute to the UNWTO's General Programme of Work 2024-2025, with specific activities and projects detailed in Annex I: Activities foreseen/proposed for 2024-2025.

On 16 October 2023, during the 44th Plenary Session of the Affiliate Members, held in Samarkand, Uzbekistan, this document is presented for endorsement.
Structure

The PoW 2024-2025 is structured as follows:

1. **The strategic framework: UNWTO’s Objectives and Priorities for 2024-2025**
2. **The context: the status of the UNWTO Affiliate Membership and its contributions to the efforts of the Organization**
3. **Programme of Work 2024-2025 (PoW 2024-2025)**

**Annex I:** includes all the specific activities foreseen/proposed for 2024-2025, structured around four categories:

**A. UNWTO statutory and/or high-level meetings**

**B. UNWTO main conferences and events with the participation of Affiliate Members**

**C. Affiliate Members Department’s main projects and initiatives**

and

**D. AMs projects and initiatives to be implemented with UNWTO support**
Tourism is among the top five economic sectors ahead of the world economy and global trade. It has significant impacts on job creation, investment, and infrastructure development. Its cross-cutting nature and sustained growth over the last decades bring immense opportunities for the overall advancement of the 17 Goals of the 2030 Sustainable Development Agenda.

According to the UNWTO World Tourism Barometer of September 2023, data tracks the sector’s recovery over the course of 2023 up to the end of July. By the end of July 2023, international tourist arrivals reached 84% of pre-pandemic levels, with 700 million tourists travelling internationally between January and July 2023, 43% more than in the same months of 2022.

All world regions enjoyed strong rates of tourism recovery over the first seven months of 2023, driven by demand for international travel from several large source markets:
The reopenining of China and other Asian markets and destinations is expected to continue boosting travel both within the region and to other parts of the world.

The challenging economic environment continues to be a critical factor in the effective recovery of international tourism in 2023, according to UNWTO’s Panel of Experts.

Persisting inflation and rising oil prices have translated into higher transport and accommodation costs. This could weigh on spending patterns over the remainder of the year, with tourists increasingly seeking value for money, traveling closer to home and making shorter trips.
This document provides an overview of the UNWTO General Programme of Work for 2024-2025

Objectives and priorities of the Draft Programme of Work are designed to ensure continuity with those approved by the General Assembly for the biennium 2022-2023. In addition, they were adjusted and enriched with inputs from the responses of UNWTO Members to the survey on priorities, in order to adapt the Organization to better prepare for the future.

**STRATEGIC OBJECTIVES 2024-2025**

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

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

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

**PROGRAMMATIC PRIORITIES 2024-2025**

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

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

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

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

**Priority 5: Build better and stronger institutions:** tourism policy, governance and resilience

Within the current new and challenging context for the tourism sector and based on the clear strategic approach and objectives established by the Organization, AMD is committed to continue and deepen its work to achieve the specific strategic objective established by the Secretary-General for this Department: **strengthen UNWTO's capacity to deliver value to its members and to the global tourism sector through the contribution of its Affiliate Membership.**
The World Tourism Organization considers the private sector a fundamental partner in the fulfillment of its mandate on the promotion and implementation of sustainable development of tourism. The Affiliate Membership constitutes an extremely valuable asset of UNWTO - the only United Nations specialized agency that includes entities from the private sector as Members.

Today, the UNWTO Affiliate Membership brings together around 500 member organizations from more than 80 countries – including destination management companies (DMOs), associations from transportation, accommodation, MICE sector, educational and research institutions, NGOs, media companies, and many others. It offers a unique space for dialogue and sharing information and best practices while providing direct access to UNWTO’s events and expertise.

**Regional Distribution of Affiliate Members**

- **Europe:** 252 / 58%
- **Americas:** 85 / 20%
- **Asia and the Pacific:** 62 / 14%
- **Middle East:** 17 / 4%
- **Africa:** 16 / 4%

**Breakdown by Business Type**

- **Education & research institutes:** 113 / 26.2%
- **Associations & NGOs:** 111 / 25.8%
- **Destination management organizations (DMOs):** 101 / 23.4%
- **For profit companies:** 99 / 23%
- **Other:** 7 / 1.6%

Total: 432 Entities

Data updated as of September 2023
The inputs received from Affiliate Members: solid basis for the Programme of Work 2024-2025

For the elaboration of this Programme of Work, the Affiliate Members Department has considered it of utmost importance to understand the most extended expectations, needs, and priorities of our Affiliate Members and, based on this important input, to elaborate a solidly grounded and members-oriented Programme of Work for 2024-2025. In this regard, AMD has launched a Call for Proposals, offering AMs the opportunity to propose initiatives to be developed with the support and/or engagement of UNWTO - through its specialized Affiliate Members Department.

The proposals fall under one of the categories as set below:

- Collaboration on tourism recovery plans and building a more sustainable and resilient tourism sector;
- Hosting/co-organizing thematic conferences and events;
- Publication of any study/report in the field of tourism containing best practices of Affiliate Members, in order to share knowledge and experiences;
- Promotion of the Affiliate Membership at a regional level, especially in underrepresented countries and regions;
- Conducting workshops/training and compilation of any educational materials (AMs with solid experience and previous work would be eligible);
- Other proposals of activities in line with UNWTO priorities.

The main services and support sought to deliver to AMs through this approach are:

- Opportunities to network and make connections with other private sector organizations, as well as with the public sector and Governments;
- Opportunities to collaborate and partner with other Affiliate Members;
- First-hand access to knowledge regarding the trends/developments within the sector but also on what other organizations are doing;
- Increased engagement of AMs with UNWTO and its rich agenda of projects, activities, and events;
- Specific networking opportunities at different levels -local/national/international- and topics, to help the Affiliate Members to better connect and collaborate, according to their specific needs and interests.
Ongoing implementation of the Legal Framework of the Affiliate Membership

An efficient and qualitative interaction and dialogue of the Organization with each Member is key to meeting the expectations of the Affiliate Membership and consolidating the value and prestige of the membership. To achieve this goal, it is crucial to count on the necessary resources and appropriate tools and procedures to manage this daily interaction in terms of the facilities, support, and services offered. The approval by the 24th General Assembly of a new and modern legal basis for the Affiliate Membership allowed UNWTO/AMD to make an important step forward. Among the main improvements introduced by the reform, it is worth mentioning:

- **The creation of the Committee on Matters Related to Affiliate Membership (CMAM)** – a specialized institutional framework to serve as operational channel for the interaction of the Affiliate Members with the Organization’s statutory organs and for integration and networking with the Member States.

- **Improved eligibility criteria** – the new legal basis established a solid admission procedure to ensure that a candidate has the profile and capacity to add value and quality to the Organization. This reinforced eligibility check procedure allows to direct involve the Government of the State of the candidate's headquarters and includes the possibility to carry out a due diligence procedure.

- **Regulation of the functions and working methods for the Board of Affiliate Members and the Plenary** – more specific and clear responsibilities of the Governing Bodies of the Affiliate Membership, namely the Plenary and the Board of Affiliate Members, whose mandate was extended from 2 to 4 years.

The reform of the UNWTO Affiliate Membership legal basis has been the highest priority in the Affiliate Members Department lately. The Committee on Matters Related to the Affiliate Membership (CMAM) started its activity in 2022. The implementation of the New Legal Framework of the Affiliate Membership will continue throughout 2024 and 2025. A successful implementation at the operational level would be a decisive step towards a better and effective integration of Affiliate Members within UNWTO and the promotion of enriching synergies and relations with Member States.
Ongoing implementation of the Strategy for a quality-oriented and geographically balanced expansion of the UNWTO Affiliate Membership

While recognizing the great value and contributions that the Affiliate Members bring to UNWTO, it remains a high priority to continuously strengthen and improve this important pillar of the Organization. There are certain areas, that have been identified based on analysis carried out both by the Affiliate Members Department and the governing bodies of the Affiliate Membership, that should be addressed:

A. **High turnover rate of new affiliated entities:** 547 new Affiliate Members have joined the Organization during the period 2010-2020, while 404 Affiliate Members have left.

B. **Geographical concentration:** Europe concentrates about 60% of Affiliate Members, and the regions of Asia and the Pacific, Middle East, and Africa are widely underrepresented.

C. **Better integration of Affiliate Members within UNWTO:** Affiliate Members advocate for further integration of the Affiliate Members with the overall activity of the Organization, particularly with the Member States.

- **Quality Expansion:** focusing on incorporating new Affiliate Members that meet the eligibility criteria and with proven potential to bring value to the membership.

- **Geographically balanced expansion:** priority on targeting countries underrepresented in terms of Affiliate Members, to achieve a more balanced distribution of Affiliate Members per region.

- **Increased Membership value & prestige:** through a more qualitative interaction and dialogue of the Organization with each Member, to meet the expectations of the Affiliate Membership and consolidate the value of said membership.

As a result of the promotional campaign carried out, the UNWTO Affiliate Members Department has received approximately 113 new applications for Affiliate Membership in 2023, 40% of which are from regions underrepresented in terms of the number of Affiliate Members. The Middle East region stands out with over 50% of applications received due to the special focused given to this region.
Programme of Work 2024-2025

The proposals included in the PoW 2024-2025 are oriented to achieve the objective established by the Secretary-General for this Department - i.e. to strengthen UNWTO’s capacity to deliver value to its members through the contribution of its Affiliate Membership, allowing UNWTO to take full advantage of the experience and capacity of the private tourism sector to produce innovative projects.

The Programme of Work 2024-2025 has been elaborated based on:

- UNWTO’s Management Objectives and Priorities for 2024-2025
- Feedback/proposals received from Affiliate Members, in response to the Call for Proposals disseminated among the Affiliate Members by AMD during June-July 2023
- Inputs from the Board of the Affiliate Members
- Inputs from the Committee on Matters Related to the Affiliate Membership
- The provisions of the new expansion strategy (targeting a quality-oriented and geographically balanced expansion).

**AMD priority lines of action.** In order to achieve the mentioned objectives, AMD activities in 2024-2025 will be oriented by the following priority lines of action:

1. **Provide tangible benefits to an increasing number of UNWTO Affiliate Members**
2. **Promote effective incorporation of Affiliate Members into UNWTO and their collaboration with governmental bodies**
3. **Consolidate the UNWTO Affiliate Membership as the largest network of its kind in the tourism sector**
4. **Enhance and reinforce the UNWTO Affiliate Membership network in line with the ongoing Strategy for a quality-oriented and geographically balanced expansion of the Membership**
5. **Offer a digital environment for the effective management and collaboration of the Affiliate Members’ network**

It is worth underlying that:

**Annex I** includes all the specific activities foreseen/proposed for 2024-2025, structured around four categories:

A. **UNWTO statutory and/or high-level meetings**
B. **UNWTO main conferences and events with the participation of Affiliate Members**
C. **Affiliate Members Department’s main projects and initiatives**
D. **AMs projects and initiatives to be implemented with UNWTO support**
1.1. Priority line of action 1: Deliver value for UNWTO Affiliate Members

The UNWTO's Affiliate Membership brings a unique opportunity for the Organization to take advantage of the rich experience and capacity to produce ideas and innovative projects of the private sector and local stakeholders. AMD remains committed to continuously improving its capacity to attract and filter such valuable inputs. To achieve this goal in 2024-2025, the following topics and actions will be prioritized:

a. Consistently incorporate Affiliate Members' contributions and proposals in UNWTO's action. To this end, AMD will regularly launch "Calls for proposals" to gather solid proposals and best practices on specific sectors and topics, including:

- **Calls for proposals for the Programme of Work 2024-25**, launched during 2023 in order to gather proposals for joint activities with Affiliate Members to be implemented in 2024 and 2025.

- **UNWTO Affiliate Members Corner** in the framework of UNWTO major events dedicated to the tourism industry, such as FITUR Madrid, ITB Berlin, Japan Tourism Expo, WTM London, and others during their 2024 editions, as well as and in the framework of other 2024 international tourism events focused on specific products.

- **Initiatives and projects developed by the Organization in collaboration with Affiliate Members**, for which specific calls for proposals will be sent through owed. The target is to provide to AMs with opportunities for effective engagement, with specific knowledge or expertise, in the project to be implemented by UNWTO, to foster win-win relationships among Affiliate Members, Member States, and UNWTO.

Through the 2024-2025 PoW, AMD will support the projects received from the Affiliate Members which could bring tangible and direct contributions, with a special focus on:

b. **Promote regional and international cooperation among Member States and Affiliate Members.** With the implementation of the New Legal Framework of the Affiliate Membership, AMD has made available new cooperation and partnership mechanisms among Member States and Affiliate Members. These mechanisms focus on approaches at the regional and international level and different topics based on interest-driven cooperation in specific areas such as sustainability or digitalization.

c. **Boost the visibility of the relevant inputs received from Affiliate Members.** AMD will put a special emphasis on providing high visibility for the contributions and projects received from the Affiliate Members, with dedicated activities aiming to offer them opportunities to showcase their relevant projects and innovative products.
d. Increase the number of Affiliate Members that regularly take advantage of the tools and benefits of their membership. While the Affiliate Membership continues to attract new entities and organizations, the proportion of Affiliate Members consistently leveraging the advantages remains relatively small. AMD is committed to expanding the pool of Affiliate Members actively utilizing these advantages by consistently enhancing awareness regarding the membership's offerings. This involves highlighting how fellow Affiliate Members utilize the benefits in their communications and support endeavors.

e. Co-organize UNWTO-AM international conferences or support major events organized by Affiliate Members, in line with UNWTO’s mandate in order to strengthen cooperation with the Affiliate Members while supporting them enhance their visibility internationally through UNWTO’s global network. This support shall include but not be limited to communication support, UNWTO institutional participation, proposal/guidance on speakers, or Organization of side activities for Affiliate Members, among others.

f. Further develop the priority topics directly managed by AMD. Building on the projects developed by AMD with the involvement of Affiliate Members over the recent years, AMD will keep working to develop these topics involving more specialized Affiliate Members and implementing new initiatives. The main focus will continue to be on:

- **Tourism and the Audiovisual Industry**: The audio-visual sector plays a vital role in supporting the promotion of sustainable tourism. The Global Report “Cultural Affinity and Screen Tourism” by UNWTO and Netflix serves as the basis to keep working in this direction on new events and research projects.

- **Scientific Tourism**: The combination of science and tourism on the horizon of the tourism industry brings opportunities to developed destinations and makes them more sustainable. AMD will keep exploring this tourism product with inputs from experienced Affiliate Members and the contributions of the Working Group on scientific tourism.

- **Sports Tourism**: Tourism and sports are closely interrelated. Sports involve a considerable segment of traveling and major sporting events have become powerful tourism attractions. AMD will continue to reinforce this thematic area to raise awareness about the synergies of sports and tourism, always based on the concrete contributions, proposals, and support of relevant Affiliate Members.
One important achievement in this area was the organization of the second edition of the World Sports Tourism Congress, (Zadar, Croatia, April 2023), in collaboration with the Government of Croatia and the Affiliate Member Croatian National Tourist Board. AMD will organize the 3rd World Sports Tourism Congress in 2025, potentially in a region other than Europe to amplify the reach of such Congress and more easily reach another region and its members.

- **Tourism and Thermal Destinations:** Thermal Tourism is closely connected to the natural and cultural environment and represents one of the most valuable forms of sustainable tourism. As well as promoting health, well-being, learning, entertainment, and mindfulness, it also supports jobs and promotes social opportunities, including in rural destinations. UNWTO is committed to promoting thermal tourism as a powerful tool to contribute to safeguarding the world's cultural and natural heritage as well as to provide socio-economic benefits, including the revitalization of rural areas and the creation of stable employment and income-earning opportunities.

AMD has supported to Thermal Congress in cooperation with the Affiliate Member European Historic Thermal Towns Association (EHTTA). The Thermal Congresses were held in Ourense, Spain and in Nancy, France in 2022 and 2023, respectively.
**Tourism and Culture:** Cultural Tourism represents movements of persons for essentially cultural motivations such as study tours, performing arts and cultural tours, travel to festivals and other cultural events, visits to sites and monuments, travel to study nature, folklore or art, and pilgrimages. Building on the experience of destinations that are part of the Affiliate Membership.

In 2022, AMD organized the World Expert Meeting on Cultural Tourism to lay the basis for the publication "Outcomes from the UNWTO Affiliate Members World Expert Meeting on Cultural Tourism". Over the course of 2023, AMD continued to receive inputs of best practices on cultural tourism that can serve as experience-based guidelines for tourism administrations. Several Affiliate Members have expressed interest in continuing the work following the 1st World Expert Meeting on Cultural Tourism.

**Tourism and Aviation:** Airlines are an integral part of the tourism supply chain. Air travel provides vital links for the recovering global tourism industry. AMD will seek to develop activities in order to develop the synergies between tourism and aviation. Likewise, the current network of Affiliate Members will benefit from incorporating an increasing number of airlines to establish partnerships and connections.

In 2024, AMD will organize the first International Conference on Tourism & Aviation, jointly with the Affiliate Member IATA. This conference will be hosted by an affiliated destination and will serve to bring together destinations and airlines and discuss ways to best develop the great synergies between the two fields.
g. **Re-launch the activity of Working Groups (WG) on a modernized basis.** One of the advantages offered by the Affiliate Membership is the facility to share knowledge and cooperate on specific topics/areas with other tourism stakeholders from other parts of the world. Working Groups are an excellent vehicle for networking, and exchanging of ideas, experiences, and knowledge on specific topics.

On the occasion of the 44th Plenary Session of the Affiliate Members, a Working Group on Sports Tourism will be launched with the involvement of experienced Affiliate Members in the field, which will guide UNWTO's work primarily on:
- Research and guidelines on Sports Tourism
- 3rd World Sports Tourism Congress in 2025

h. **Increased opportunities for networking and information-exchange.** AMD will promote the organization of a consistent 2024-2025 agenda of UNWTO Affiliate Members activities allowing networking and information-exchange (both in-person and digital), with the aim to permanently enrich and improve the services offered to the AMs. Also, AMD will keep Affiliate Members informed from an early stage on the development of UNWTO’s global and regional activities for 2024-2025, promoting their assistance and active engagement. Regular updates will be shared with Affiliate Members for their early involvement.

i. **Joint UNWTO - AMs research and publications.** AMD will continue to work on the development of joint UNWTO-AM publications on priority topics, to strengthen UNWTO’s capacity to deliver knowledge and innovation, based on the partnership with the Affiliate Members, through reports, studies, technical manuals, and other publications, including topics such as:

- Cultural tourism
- Thermal tourism
- Astro-tourism
- Tourism and Aviation
- Sustainability
- Hospitality industry
1.2. Priority line of action 2: Promote effective incorporation of Affiliate Members into UNWTO and their collaboration with governmental bodies

Achieving a true integration of AMs with the Member States/Governments will continue to be a priority line of action, having a new and modernized legal framework for Affiliate Membership since 2022, approved at the 24th General Assembly.

The Legal Framework of the Affiliate Membership, approved by the Plenary Session and the General Assembly, enabled the creation of the Committee on Matters Related to Affiliate Membership, whose objective is to be a specialized body to offer Affiliate Members the necessary support and an operational mechanism to network, dialogue and collaborate with the Governments, particularly through UNWTO’s statutory bodies (General Assembly, Executive Councils, and Regional Commissions).

Improvement of the integration of Affiliate Members within UNWTO. In 2023, AMD developed and tailored initiatives conducted by Affiliate Members for the benefit of Member States, on different priority topics where specific AMs have vast expertise that can serve to lay down the foundation for a strong win-win relationship for Affiliate Members and Member States. Additionally, AMD will increase the coordination to improve the engagement of Affiliate Members in the agenda of UNWTO activities under the responsibility of UNWTO Regional Departments, Operational Departments, and the UNWTO Academy. In line with the above, AMD will work to include Affiliate Members from an early stage in all the projects developed by UNWTO, paying special attention to projects in the areas of training/education and research.
After each Executive Council, when new Affiliate Members are admitted, AMD will keep organizing an **Induction Session for Affiliate Members**. These sessions are dedicated to explaining the main benefits and resources of the Membership, is open to all Affiliate Members, and it is especially recommended for newcomers, addressing at least the below topics:

- Structure of the UNWTO
- Role of the Affiliate Members Department
- Composition of the Board of Affiliate Members
- Committee on Matters Related to Affiliate Membership
- Use of the Logo
- Access to the E-Library
- Programme of Work
- Opportunities for participation in UNWTO events and activities
- How to use the AMConnected+ platform

**Induction Session for Affiliate Members**

Affiliate Members are invited to join this webinar and learn about the benefits and resources to make the best out of their UNWTO Affiliate Membership!

1. Welcome Remarks
2. UNWTO & AMD Organization
3. Membership Benefits & Resources
4. How to use AMConnected
5. Q&A
1.3. Priority line of action 3: Consolidate the UNWTO Affiliate Membership as the largest network of its kind in the tourism sector

The quality of the interaction and dialogue of the Organization with each Member, as well as with the overall network of Affiliate Members, is fundamental to meet the expectations of the Affiliate Membership and consolidating the value of the Membership. To achieve the goal of having Affiliate Members satisfied with the value of the Membership, it is crucial to count on the appropriate tools and procedures to manage this daily interaction in terms of the facilities, support, and services.

In 2023 this will continue to be a priority for AMD. In this regard, the following two topics will dominate the agenda:

**a. Segmentation-driven collaboration, dialogue, and services for UNWTO Affiliate Members.** While the fact that Affiliate Members come from widely diverse backgrounds makes the UNWTO Affiliate Membership unique and rich, it poses operational challenges when it comes to properly catering to the needs and aspirations of all members.

In line with this much necessary approach, AMD will undertake in 2023 a process of implementation of new specialized structures within the AMs (Working Groups, Task Forces, alliances, specialized networks).

This segmentation and specialization will set in place more dynamic structures to give AMs opportunities to better connect and interact among them and with Governments, further unlocking the potential of the wide and diverse UNWTO Affiliate Membership. These new structures will have clear and demanding admission criteria for the benefit of their operativity and functioning.

**b. Attract the most influential tourism organizations from each Member State.** In line with the strategic objective set out for the Organization for 2024-2025 to become the most influential tourism organization: Knowledge creation, policy guidance & diversification of services, AMD will work to bring under the UNWTO Affiliate Membership the leading institutions in the tourism field of every country, with special focused on the regions that are currently underrepresented in terms of Affiliate Members, contributing to expand UNWTO’s reach globally.
1.4. Priority line of action 4: Enhance and reinforce the UNWTO Affiliate Membership network in line with the ongoing Strategy for a quality-oriented and geographically balanced expansion of the Membership

The more quality companies join the AM community around the world, the greater the opportunities to establish valuable partnerships and generate collaboration opportunities. The value of public-private partnerships in tourism has become even more relevant in a context marked by the recovery of tourism.

Fully aware of the fact that adding quality Affiliate Members to the network increases the value of the membership itself, AMD will seek to implement a results-driven communication campaign that will entail:

1. **Promotion in targeted countries (under-represented in AMs)**
2. **Involving current AMs in supporting the campaign**
3. **Contacting specific potential AMs in targeted countries**

AMD’s goal in 2023 is to expand and reinforce the UNWTO Affiliate Membership by incorporating more and stronger new affiliated entities and further strengthening this valuable collaborative global tourism community, in line with the Strategy for a quality-oriented and geographically balanced expansion of the UNWTO Affiliate Membership.

**Expansion of the Membership: more AMs.** AMD implemented in 2024 a new and modern communication and marketing strategy, which will be fully aligned with the approach of a quality membership promotional campaign. The expansion campaign will have a special focus on regions with great tourism potential but fewer Affiliate Members, and will count on a direct and active engagement and support of the UNWTO’s Member States.

**Main focus on quality dimension: stronger new AMs.** A priority objective will be to reinforce the brand UNWTO Affiliate Member, to increase the value of the UNWTO Affiliate Membership. One of the most effective ways to achieve this is to generate more and better networking and collaboration opportunities with Member States and other key stakeholders. In this regard, the new Legal Framework of the Affiliate Membership is providing the necessary tools to promote a quality-oriented expansion of the Affiliate Membership, through enhanced and more demanding admission procedure, a more demanding eligibility criterion, due diligence procedures, and a greater direct involvement of Member States in the verification process.
The quality-oriented expansion of the Affiliate Membership will contribute to bring into the UNWTO Affiliate Membership the most dynamic tourism organizations and entities worldwide, especially targeting specific entities in underrepresented countries, such as:

- Main sectorial associations
- National tourist board
- DMOs of main in-country destinations
- National airline(s)
- Renowned educational institutions in tourism
- Leading tourism companies
1.5. Priority line of action 5: Offer a digital environment for the effective management and collaboration of the Affiliate Members' network

Consolidate and keep incorporating improvements to AMConnected+. The portal was designed as a state-of-the-art tool that allows Affiliate Members to directly communicate and exchange knowledge, ideas, and proposals. AMD will work to offer increased services for the Affiliate Members by implementing technical improvements, such as search filters and more, incorporating a new Learning Management System (LMS) to offer the necessary support and visibility for the online learning services developed by the Affiliate Members, in particular, by universities. Additionally, the platform will be improved to enhance the networking among Affiliate Members by allowing them to carry out B2B meetings online.

Based on the current Programme of Work, the Affiliate Members Department will continue to reinforce the partnership between the UNWTO and its Affiliate Members, ensuring that the UNWTO receives the strongest contributions from the private sector, while offering full support to the Affiliate Members in a joint effort to accelerate the recovery of tourism.

AMD will seek to align its efforts with the increasing demand of Affiliate Members to dynamize its engagement with UNWTO, as well as unlock the potential of creating more and more opportunities for Affiliate Members to collaborate among them.

The objective is to provide Affiliate Members with a new AMConnected+ Platform, consistently modernized compared with the current one, mainly by providing:

1. a more friendly interface with the users (similar to the ones offered by the main social networks with whom the users are accustomed to in their daily activity)
2. new tools for easier and more effective communication, networking, and collaboration
3. versions both for web browsers and Mobile App

Therefore, the new & modernized AMConnected+ platform shall:

1. upgrade and modernize all the current functionalities.
2. provide additional modern tools for communication and collaboration within the community of the Affiliate Members, which currently are not available.
UNWTO AFFILIATE MEMBERS DEPARTMENT

ANNEX I: ACTIVITIES FORESEEN/PROPOSED FOR 2024-2025
### A. UNWTO statutory and/or high-level meetings

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
<th>Format</th>
<th>Affiliate Members Participation</th>
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<tbody>
<tr>
<td><strong>UNWTO General Assembly</strong></td>
<td></td>
<td></td>
<td>In person</td>
<td>Open registration for Affiliate Members</td>
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<tr>
<td>2025</td>
<td>26th General Assembly</td>
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<td>In person</td>
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<tr>
<td><strong>UNWTO Statutory Meetings</strong></td>
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<td></td>
<td>In person</td>
<td>The body in which all Affiliate Members are represented, and shall be composed of all the membership, each having voice and vote.</td>
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<td>2025</td>
<td>45th AM Plenary Session</td>
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<td>In person</td>
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<td><strong>UNWTO Executive Council</strong></td>
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<td>In person</td>
<td>Institutional representation of the Board of the Affiliate Members</td>
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<td>2024</td>
<td>121st Session of the UNWTO Executive Council</td>
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<td>In person</td>
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<td>122nd Session of the UNWTO Executive Council</td>
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<tr>
<td>202</td>
<td>123rd Session of the UNWTO Executive Council</td>
<td></td>
<td>In person</td>
<td>Institutional representation of the Board of the Affiliate Members</td>
</tr>
<tr>
<td></td>
<td>124th Session of the UNWTO Executive Council</td>
<td></td>
<td>In person</td>
<td></td>
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<tr>
<td><strong>UNWTO Regional Commissions</strong></td>
<td></td>
<td></td>
<td>In person</td>
<td></td>
</tr>
<tr>
<td>March-September 2024</td>
<td>70th Regional Commission for Europe</td>
<td>Albania</td>
<td>In person</td>
<td></td>
</tr>
<tr>
<td>(Date TBC)</td>
<td></td>
<td></td>
<td>In person</td>
<td></td>
</tr>
<tr>
<td></td>
<td>50th Regional Commission for the Middle East</td>
<td>Oman</td>
<td>In person</td>
<td></td>
</tr>
</tbody>
</table>
|                       | 36th Joint Meeting of the UNWTO Commission for East Asia and the Pacific & the Commission for South Asia, Asia-Pacific | Cebu, Philippines | In person | - Institutional representation of Affiliate Members  
- Report of the representative of the Board  
- Agenda items promoted with the support of CMAM |
|                       | 69th Regional Commission for Americas      | Cuba     | In person |                                                                                                 |
|                       | 67th Regional Commission for Africa        | Algeria  | In person |                                                                                                 |
## UNWTO Specialized Committees

| 2024 and 2025 | • Programme and Budget Committee  
• Committee on Statistics  
• Committee on Tourism and Competitiveness  
• Committee on Tourism and Sustainability  
• Committee on Online Education | TBC | In person/hybrid | Institutional representation of Affiliate Members |

## Committee on Matters Related to Affiliate Membership (CMAM)

| 2024 | 6th Meeting of the Committee on Matters Related to Affiliate Membership (CMAM)  
7th Meeting of the Committee on Matters Related to Affiliate Membership (CMAM) | In person/hybrid | Institutional representation of Affiliate Members |
| 2025 | 8th Meeting of the Committee on Matters Related to Affiliate Membership (CMAM)  
9th Meeting of the Committee on Matters Related to Affiliate Membership (CMAM) | In person/hybrid | Institutional representation of Affiliate Members |

## Board of the Affiliate Members

| 2024 | 60th Meeting of the Board of the Affiliate Members, in the framework of FITUR 2024 | FITUR, Madrid | In person | Presentation of the consolidated version of the Affiliate Members Department Programme of Work 2024-2025 |
| 2024 | 61st Meeting of the Board of the Affiliate Members | World Travel Market, London | In person | Progress Report on the Affiliate Members Department Programme of Work 2024 |
| 2025 | 62nd Meeting of the Board of the Affiliate Members, in the framework of FITUR 2024 | FITUR, Madrid | In person | Presentation of the consolidated version of the Affiliate Members Department Programme of Work 2024-2025 |
| 2025 | 63rd Meeting of the Board of the Affiliate Members | World Travel Market, London | In person | Progress Report on the Affiliate Members Department Programme of Work 2024 |
### B. UNWTO main conferences and events with participation of Affiliate Members

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
<th>Format</th>
<th>Affiliate Members Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2024</td>
<td>International Conference on Tourism and Aviation</td>
<td>In person</td>
<td>Open registration for Affiliate Members</td>
<td></td>
</tr>
<tr>
<td>27 September 2024 and 2025</td>
<td>World Tourism Day</td>
<td>In person/ hybrid</td>
<td>Open registration for Affiliate Members</td>
<td></td>
</tr>
<tr>
<td>2025</td>
<td>3rd World Sports Tourism Congress</td>
<td>In person/ hybrid</td>
<td>Open registration for Affiliate Members</td>
<td></td>
</tr>
<tr>
<td>2024-2025</td>
<td>UNWTO World Forum on Gastronomy Tourism</td>
<td>In person/ hybrid</td>
<td>Open registration for Affiliate Members</td>
<td></td>
</tr>
<tr>
<td>2024-2025</td>
<td>UNWTO Global Conference on Wine Tourism</td>
<td>In person/ hybrid</td>
<td>Open registration for Affiliate Members</td>
<td></td>
</tr>
<tr>
<td>2024-2025</td>
<td>World Congress on Snow and Mountain Tourism</td>
<td>In person/ hybrid</td>
<td>Open registration for Affiliate Members</td>
<td></td>
</tr>
</tbody>
</table>
C. Affiliate Members Department’s main projects and initiatives

<table>
<thead>
<tr>
<th>Date</th>
<th>Project/Initiative</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>During 2024</td>
<td>Promotion of the UNWTO Affiliate Membership in the framework of large international tourism events</td>
<td>AMD will carry out a promotional campaign which will have a special focus on regions with great tourism potential but less Affiliate Members and will count on the support of the Member States.</td>
</tr>
</tbody>
</table>
| During 2024               | UNWTO Affiliate Member Corners/dedicated sessions for AMs                                             | - FITUR Madrid  
- ITB Berlin  
- FIT Latin America  
- UNWTO GA  
- Tourism Expo Japan  
- WTM London                                                                                                                |
| During 2024               | UNWTO Briefing for AMs                                                                               | Before the most important UNWTO events – specific dates TBC in coordination with the Chair of the Board                                                                                                      |
| 2025                     | **Launching Calls for proposals** to incorporate AMs contributions for PoW 2026-2027 and other UNWTO projects | Gather proposals for joint activities with Affiliate Members to be implemented in 2026                                                                                                                     |
| January, June and November| Induction Session for new Affiliate Members on the use of AMConnected+                                | Organization of webinar sessions to welcome new Affiliate Members and explain them how to take advantage of the Membership (use of Logo, access to UNWTO services, the functioning of AMConnected+ etc.) |
### D. AMs' projects and initiatives to be implemented with UNWTO/AMD support

<table>
<thead>
<tr>
<th>Project/Initiative</th>
<th>Details</th>
<th>UNWTO Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Events by UNWTO Affiliate Members</strong></td>
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<td></td>
</tr>
</tbody>
</table>
| Madrid Hotel Week | **AEHM:** Since 2017, the Madrid Hotel Business Association, through Madrid Hotel Week, has promoted the development of Madrid's tourism sector by opening its establishments to the public, placing at the center of a flourishing city. Every year it seeks to bring together the best proposals and leisure initiatives in hotels, both accommodation and gastronomy, cocktails, culture, art or wellness among many others. | • Communication support  
• UNWTO institutional participation |
| Traveling for Happiness Awards | **AEHM:** the Hotel Business Association of Madrid (AEHM) and Connecting Heads present the 'Traveling for Happiness' Awards, which showcase and recognize the best practices of companies in the tourism sector regarding sustainability and corporate social responsibility. | • Communication support  
• UNWTO institutional participation |
| Symposium on International Tourism Cooperation: Analysis of the sector’s future and success cooperation stories | **ASICOTUR:** this hybrid event will take place in Pontevedra, Galicia, and will have the participation of Portuguese and Spanish Universities, and different academic activities like a call for papers, gamification, and guided tours to get to know Pontevedra as a complimentary activity for attendees. This event is planned for April 17-18, 2024, and we would like very much to have the participation of UNWTO. | • Communication support  
• UNWTO institutional participation |
| Terres CHECK-IN International Hospitality Film Festival Awards | **CETT:** Terres CHECK-IN International Hospitality Film Awards aim to be the world reference in the audiovisual field of the hospitality sector and to become a showcase for the marketing trends of the organizations that make up the tourism, hospitality, and gastronomy industry. | • Communication support  
• UNWTO institutional participation |
| CETT Alimara Barcelona Awards | **CETT:** The CETT Alimara Barcelona Awards, organised by CETT in conjunction with the B-Travel Tourism Show and Fira de Barcelona, recognise those products, services, strategies or actions that bring an innovative vision in the field of communication, digitalisation, sustainability and research to the tourism, hotel and gastronomy sectors. | • Communication support  
• UNWTO institutional participation |
| V CETT STCB – CETT Smart Tourism Congress Barcelona | **CETT:** this congress seeks to analyze the “Smart” phenomenon applied to the tourism sector. With a three-day structure: Entrepreneurs' Day, Professional Day and Academic Day, the congress aims to address the challenges of the sector through innovative, intelligent and sustainable formulas. The thematic lines focus on the smart management of tourism and the digitisation of companies and destinations. | • Communication support  
• UNWTO institutional participation |
| International Health Tourism Summit | **Deggendorf Institute of Technology (DIT):** the conference will bring together stakeholders from every part of health tourism’s uniquely broad value chain – from academia, political and private sector leaders to community representatives, and industry ambassadors. In workshops and multi-stakeholder panel discussions the future development and relevance of health-related tourism will be discussed and evaluated. | • Communication support  
• UNWTO institutional participation  
• Proposal/guidance on speakers |
| International Congress on Thermal Tourism | **EHTTA:** The European Historic Thermal Towns Association (EHTTA) has organized with the support of UNWTO two editions of the “International Congress on Thermal Tourism” (Ourense, Spain in September 2022; and Nancy, France in November 2023). EHTTA seeks to keep raising awareness about the benefits for destinations of developing and enhancing thermal tourism on a global level by organising the congress again in the forthcoming years. | • Communication support  
• UNWTO institutional participation  
• Proposal/guidance on speakers |
<table>
<thead>
<tr>
<th>Project/Initiative</th>
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</table>
| **World Camping Congress, World Camping Day and World Camping Festival**           | **FICC:** the World Camping Congress, celebrated annually on World Camping Day, is a global gathering that unites outdoor enthusiasts, nature lovers, and adventure seekers. This event, often lasting several days, serves as a platform for camping aficionados to share knowledge, exchange experiences, and promote sustainable outdoor practices. Participants discuss topics ranging from camping gear innovations to eco-friendly camping techniques, fostering a sense of community among nature enthusiasts. | • Communication support  
• UNWTO institutional participation  
• Proposal/guidance on speakers |
| **The International Conference on Responsible Tourism and Hospitality (ICRTH)**    | **Responsible Borneo:** the International Conference on Responsible Tourism and Hospitality (ICRTH) is an academic cum professional (industry) event that aims to advance the discourse on responsible tourism for sustainable development. ICRTH is also a conference that brings tourism and hospitality stakeholders, including the public sector, private companies, academic institutions, associations and local communities, together to share ideas and resources, as well as network and collaborate. | • Communication support  
• UNWTO institutional participation  
• Proposal/guidance on speakers |
| **Skål International Sustainable Tourism Awards**                                  | **Skål International:** the Skål International Sustainable Tourism Awards are geared towards enhancing the visibility and grant recognition to entities from the Travel and Tourism industry. | • Communication support  
• UNWTO institutional participation |
| **Forest Bath Training Programme**                                                 | **Trakya Development Agency:** Forest Bath can be offered especially as a wellness product to protect and improve holistic health. Forest Bath movement emerged in Japan in 1982 and has been spreading to the world ever since then. To handle both academic and practical dimensions of the subject, Kirkland Dev University Faculty of Tourism can provide the academic infrastructure of the project. Natural and forest diversity of Kirkland also provides a suitable infrastructure for forest bathing practices. | • Communication support  
• UNWTO institutional participation  
• Proposal/guidance on speakers |
| **The World Leisure Expo & Forum**                                                 | **World Leisure Organization:** the World Leisure Expo & Forum is celebrated every two years and takes place in the vibrant city of Hangzhou, Zhejiang Province, China. The WL Expo & Forum is a major exhibition showcasing some of the most innovative businesses in the tourism and leisure sector at different levels. Parallel to the WL Expo we encounter different satellite events dedicated to diverse audience and interests like the World Leisure Forum and the World Leisure International Innovation Prize Award Ceremony. | • Communication support  
• UNWTO institutional participation  
• Proposal/guidance on speakers |
| **Culture and Heritage Forum in Urban Destinations**                              | **Zaragoza Turismo:** the starting point of this forum is the reflection on the great importance for tourism of the tourist offer that characterizes cities over other types of destinations. Culture and heritage, which stand out as two of the main attractions of urban destinations, should be synonymous with opportunity from a tourism strategy perspective. | • Communication support  
• UNWTO institutional participation  
• Proposal/guidance on speakers |
<table>
<thead>
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<th>Project/Initiative</th>
<th>Details</th>
<th>UNWTO Involvement</th>
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<tbody>
<tr>
<td>Basque Country Tourism Code of Ethics</td>
<td><strong>BASQUETOUR:</strong> the purpose of the Basque Country Tourism Code of Ethics is to establish some key principles, so that all tourist agents in the Basque Country integrate responsibility and sustainability into daily practice based on respect and contribution to understanding as basic principles.</td>
<td></td>
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<tr>
<td>Sustainability Leaders Yearbook</td>
<td><strong>Chameleon Strategies:</strong> the annual publication is a collection of success stories in sustainable tourism chosen by a panel of experts. It will celebrate tourism champions and changemakers and allow destinations to share their learnings, success strategies, dreams, and ambitions. Showcasing best practices and innovations by destinations (and later possibly also travel and tourism companies) as they relate to sustainability, respectively, to inspire other destinations to learn and replicate models for a better tourism future.</td>
<td></td>
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<tr>
<td>Publication on &quot;Copyright, collection of cases practices in the context of travel tourism, and accommodation.&quot;</td>
<td><strong>COTELCO:</strong> this publication seeks to explore the intricate relationship between copyright law and the travel and tourism industry. It delves into the complexities of intellectual property rights within this sector, addressing issues such as photography and video usage, branding, and content creation. By examining practical cases, it offers guidance to industry professionals, businesses, and content creators on how to navigate copyright laws effectively.</td>
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<tr>
<td>Publication on Astro-Tourism</td>
<td><strong>Fudación Starlight:</strong> The aim is to create a guide for the creation of products and experiences related to the observation of starts and night skies, potentially bringing together natural, cultural, historical, ethnographic, and gastronomic heritage. It entails the creation of a science-based yet entertaining storytelling that helps visitors to explore the universe from unique places and destinations on Earth without forgetting the preservation of the sky.</td>
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<tr>
<td>Cultural Heritage and Digital Storytelling Workshop</td>
<td><strong>Higher Institute of Tourism and Hospitality HTMI Saudi Arabia:</strong> the objective is to equip local communities with tools to digitally document and share their cultural heritage, thus promoting it to a wider audience, while also becoming familiar with the basics of digital storytelling: photography, videography, and narrative writing</td>
<td></td>
</tr>
<tr>
<td>Publication UNWTO-ICF: Guidelines for developing air connectivity in emerging destinations</td>
<td><strong>ICF:</strong> ICF proposes a joint publication and/or workshop about best practices in gaining and retaining air service. While this topic is fundamental to tourism and should be widely understood, it is a specialty that continues to evolve with the airline, aircraft, airport, tourism, big data, and social media industries. Destinations compete for scarce aircraft time and to succeed, they need to be well-trained and up to date.</td>
<td></td>
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<tr>
<td>Train the Trainer Course for Tourist Guides</td>
<td><strong>World Federation of Tourist Guide Associations (WFTGA):</strong> WFTGA is planning to offer an upgraded, capacity-building Train the Trainer Course, which will enable active, experienced tourist guides from around the globe to upskill themselves in order to meet these challenges and gain a WFTGA trainer qualification in order to cascade skills and knowledge to their local areas.</td>
<td></td>
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<tr>
<td>International Perspectives in Sport Tourism</td>
<td><strong>World Leisure Organization:</strong> the publication is intended to have main parts presenting elements of sport tourism management, including destination management, events management and activities, and tourists’ behaviours. Different aspects of sporting events and tourism are discussed, such as the environmental, social, and economic impacts.</td>
<td></td>
</tr>
<tr>
<td>Project/Initiative</td>
<td>Details</td>
<td>UNWTO Involvement</td>
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</tbody>
</table>
| 3rd Global Report on LGBT Tourism          | **IGLTA (International LGBTQ+ Travel Association):** this publication would seek to 1) Explore how an improved understanding of human rights, equality and the business case in relation to LGBTQI+ tourism, positively impacts the overall performance of tourism destinations and businesses, 2) Inspire emerging LGBTQI+ destinations and companies to adopt policies and strategies advancing LBGTQI+ inclusion into the customer service provision, quality management and labour inclusion, and 3) Trigger peer-to-peer dialogue between established and emerging LGBTQI+ tourism destinations and companies by promoting case studies illustrating different realities and showcasing different solutions | • Proposals and guidance on the content  
• UNWTO use of logo and acknowledgment  
• Communicational support among the Affiliate Members' network  
• Visibility of joint publications on the UNWTO E-Library (when applicable) |
<table>
<thead>
<tr>
<th><strong>Others</strong></th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Attractive Tourism Campaign</strong></td>
<td><strong>AEHM:</strong> The video project focusing on professionals within the sector serves as a strategic tool to address the critical shortage of qualified personnel while nurturing a culture of attraction and innovation in the tourism industry. By showcasing the experiences and achievements of individuals in the field, it aims to inspire fresh talent to pursue careers within this sector. <strong>TBD</strong></td>
</tr>
<tr>
<td><strong>UNWTO and ATREVIA Podcast</strong></td>
<td><strong>ATREVIA:</strong> The main objective of the podcast is to bring the experience of traveling and the UNWTO values to a younger and more connected audience. Through this audio format, we seek to inspire the current generation of travelers, offering them fresh and entertaining information about destinations, adventures and useful tips for planning their own journeys. We recognize that young people often opt for digital and mobile formats to consume content, and the podcast aligns perfectly with this trend, allowing us to reach them in an accessible and convenient way. <strong>TBD</strong></td>
</tr>
<tr>
<td><strong>The Azores Digital Innovation Hub (Azores DIH)</strong></td>
<td><strong>Azores Sustainable Tourism Observatory (OTA):</strong> the Azores Digital Innovation Hub – ADIH- set up on October 8, 2020, is a hub, located in the island of S. Miguel, one of the nine islands of the Portuguese archipelago of the Azores. It aims to provide support to companies in their production and service development processes, using digital technologies. <strong>TBD</strong></td>
</tr>
<tr>
<td><strong>Video as a powerful tool for tourism promotion</strong></td>
<td><strong>Comité International des Festivals du Film Touristique (CIFFT):</strong> In an era where digital content is king, the tourism sector stands on the brink of revolutionary change through the deliberate use of video content. Our initiative seeks to tap into the tremendous potential of video as a powerful tool to both promote and reshape the global tourism landscape. <strong>TBD</strong></td>
</tr>
<tr>
<td><strong>Project BeyondSnow - INTERREG Alpine Space</strong></td>
<td><strong>Deggendorf Institute of Technology (DIT):</strong> the INTERREG Alpine Space project BeyondSnow unites knowledge, experiences, financial resources, and best practices from the entire Alpine region through a project consortium, encompassing 13 public and private entities. The project aims to explore measures, sustainable development pathways, and implementable solutions to enhance the resilience of snow tourism destinations to climate change. <strong>TBD</strong></td>
</tr>
<tr>
<td><strong>Tourism &amp; Hospitality Innovation Center (THIC)</strong></td>
<td><strong>Kenya Utalii College:</strong> the Tourism &amp; Hospitality Innovation Center (THIC) will promote innovative and entrepreneurial concepts for students, employees, and the hospitality industry. The Strategic Plan for 2021–2026 serves as the project’s foundation. A benchmarking of an innovation center at one of Nairobi’s universities has served as the starting point for plans thus far. In order to direct and provide the foundation for the establishment of this center, with the involvement of the Kenya National Innovation Agency. <strong>TBD</strong></td>
</tr>
<tr>
<td>Project Title</td>
<td>Institution</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>-------------</td>
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<tr>
<td>A paradigm shift: the transition to Regenerative Tourism</td>
<td>Red Sea Global</td>
</tr>
<tr>
<td>The Triple Helix in Data driven Tourism in the province of Overijssel (The Netherlands)</td>
<td>Saxion University of Applied Sciences</td>
</tr>
<tr>
<td>The Spanish Road: Yesterday's Europe, through today's eyes, for tomorrow's inspiration</td>
<td>Saxion University of Applied Sciences</td>
</tr>
<tr>
<td>Global Fair &amp; Sustainable Travel Contest</td>
<td>Seoul Tourism Organization</td>
</tr>
<tr>
<td>Spain Screen Grand Tour, the great boost to screen tourism in Spain</td>
<td>Spain Film Commission</td>
</tr>
<tr>
<td>Assessing Effectiveness of Hawaii's Official Sustainability Program Messaging</td>
<td>University of Hawaii at Manoa</td>
</tr>
</tbody>
</table>
Feel free to reach out to the Affiliate Members Department for any further clarification at:

am@unwto.org

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