UNWTO Affiliate Members Department

Affiliate Members Activities Report
December 2021 - October 2023

UNWTO World Tourism Organization
In November 2021 the UNWTO Affiliate Members Department (AMD) submitted for the consideration and debate of the 43rd Plenary Session of the Affiliate Members its proposal for Affiliate Members (AMs) Programme of Work for 2022 (PoW 2022), previously coordinated with the Board of Affiliate Members. Said document defined the priority lines of action of the Affiliate Members Department for 2022, in full alignment with UNWTO’s Management Vision, Objectives, and Priorities, as well as detailed the main activities to be carried out in order to achieve the established objectives.

In reference to the Programme of Work 2023 (PoW 2023), given the fact that no Affiliate Members Plenary Session was held in 2022 (in line with the Reform of the UNWTO Affiliate Membership Legal Framework - approved by the 24th UNWTO General Assembly held in Madrid, Spain in November 2021 – which established to hold the AMs Plenary Session every two years instead of every year), this was presented to and endorsed by the Board of Affiliate Members at its 57th meeting held in London, on 9 November 2022, and by the Committee on Matters Related to Affiliate Membership (CMAM) during its 2nd meeting held virtually on 17 November 2022.

Given the extraordinary scenario created by the COVID-19 crisis and its developments, as well as the process of recovery still ongoing, AMD considered it appropriate to establish a mechanism which allowed for the incorporation of new projects, initiatives, and ideas to be incorporated in the PoWs. This enabled AMD to be in the position to adapt these documents based on the changing scenario and the corresponding needs and expectations of the Affiliate Members.

While the strategic objectives and priorities of the Affiliate Members Department (AMD) have remained unchanged, its focus during this period has been to reinforce the partnership between UNWTO and its Affiliate Members, ensuring that UNWTO received the strongest contributions from the private sector, while offering full support to Affiliate Members in a joint effort to propel tourism recovery and restore confidence.
The present document gives an overview of the main lines of work and achievements during the last 2 years. Detailed information on the activities and projects carried out between December 2021 and October 2023 are provided in the following Annexes:

- **Annex I:** Main UNWTO activities and events with Affiliate Members' participation

- **Annex II:** Activities and initiatives by Affiliate Members and carried out with UNWTO-AMD support/participation

- **Annex III:** List of publications with Affiliate Members’ involvement

- **Annex IV:** Results of the Survey on the Programme of Work and Budget 2024-2025

- **Annex V:** List of agreements signed between UNWTO and Affiliate Members

- **Annex VI:** Main outcomes of the expansion strategy

- **Annex VII:** Status of the UNWTO Affiliate Membership
Introduction

Tourism Industry on its way to pre-pandemic levels

The PoW 2022 and PoW 2023 settled out the priority lines of action for these two years, in full alignment with UNWTO’s strategic objectives and priorities. Both were defined under challenging circumstances. Indeed, the last two years have been extremely difficult and uncertain for the tourism sector, fully focused on recovering from the impact of the COVID-19 crisis, as well as the other ongoing socio-economic challenges, and on developing a more resilient, sustainable, and responsible tourism sector. In this period UNWTO has worked closely with its Members – both Member States and Affiliate Members – to ensure a coordinated and effective global response to the existing challenges, and during the period of this Report the Affiliate Membership was strongly engaged in this joint effort to rethink tourism.

According to the latest edition of the UNWTO Barometer, the sector showed a steady recovery over the course of 2023 up to the end of July:

- By the end of July, international tourist arrivals reached 84% of pre-pandemic levels.
- 700 million tourists travelled internationally between January and July 2023, 43% more than in the same months of 2022.
- July was the busiest month with 145 million international travellers recorded, about 20% of the seven-month total.
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 Middle East** reported the best results in January-July 2023, with arrivals 20% above pre-pandemic levels. The region continues to be the only to exceed 2019 levels so far.
- **Europe**, the world’s largest destination region, reached 91% of pre-pandemic levels.
- **Africa** recovered 92% of pre-crisis visitors this seven-month period and the **Americas** 87% according to available data.
- In **Asia and the Pacific**, recovery accelerated to 61% of pre-pandemic arrival levels after the opening of many destinations and source markets at the end of 2022 and earlier this year.

These promising results show international tourism remains well on track to reach 80% to 95% of pre-pandemic levels in 2023. Prospects for September-December 2023 point to continued recovery though at a more moderate pace following the peak travel season of June-August, and considering the challenging economic environment continues to affect the recovery of international tourism as well as the persisting inflation and rising oil prices have translated into higher transport and accommodations costs.
Affiliate Members Department’s specific objectives and priorities

The AMD’s specific objectives and priority lines of action are fully aligned with UNWTO’s management vision and strategic objectives and priorities of the Organization. At the same time, they reflect the outcomes of the permanent dialogue and consultations of the Organization, through AMD, with the Affiliate Members.

**AMD strategic objective:** The activities included in the PoW for 2022 and 2023 were oriented toward achieving the 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 contributions of the Affiliate Membership.

**AMD priority lines of action.** In line with this approach, AMD activities from December 2021 to October 2023 have been oriented by the following priority lines of action:

- **Deliver value** for UNWTO Affiliate Members
- Promote the effective integration of Affiliate Members within UNWTO and their collaboration with Governments
- **Expand and reinforce the UNWTO Affiliate Membership** – quality and geographically balanced expansion of the Membership
- **Provide modernized and efficient management** for the Affiliate Membership network

AMD’s goal is to continuously develop UNWTO’s Affiliate Membership as a robust pillar of the Organization, capable of strengthening its capacity to achieve its important objectives, through a strong partnership with the private sector. With this goal in mind, AMD prioritized its efforts toward delivering to the Affiliate Members the services, support, and opportunities they expect from the Organization, as part of the value of the Membership. This was also considered an appropriate approach towards attracting new quality members worldwide that can enrich the robust network of AMs, an objective that is being achieved through an expansion strategy implemented since the beginning of 2023.

Since offering a unique space for dialogue and information sharing between the Affiliate Members and the UNWTO is at the core of the activities, AMD also focused on permanently promoting more effective integration of Affiliate Members within UNWTO and with Governments, as well as improving and modernizing the management and daily operation of the Affiliate Members network.
Main activities carried out since the previous Plenary Session- November 2021

Affiliate Membership: 2022 in numbers

- Participation of representatives of the Board of AMs in all UNWTO statutory meetings
- Meetings of the Board of Affiliate Members (55th, 56th, 57th, plus 2 extraordinary meetings)

Affiliate Members Department’s activities/initiatives:

- 3 AMCorners/dedicated sessions (FITUR, Tourism Expo Japan, World Tourism Day)
- 1st World Experts Meeting on Cultural Tourism
- 2 briefings for AMs (GYTS and 7TH UNWTO WORLD FORUM ON GASTRONOMY TOURISM)
- 1 webinar on “How to Use AMConnected”
- 1 Induction Session for Affiliate Members

Affiliate Members’ activities/initiatives:

- 33 new entities joined the Affiliate Members Network
- 23 events organized by the AMs, with the AMD/UNWTO support
- 10 MoU signed
- 31 logos requests approved
- 102 contributions to the AMNewsletter received

Affiliate Membership: 2023 (till today) in numbers

- Participation of representatives of the Board of AMs in all UNWTO statutory meetings
- 58th Meeting of the Board of Affiliate Members

Affiliate Members Department’s activities/initiatives:

- 3 AMCorners/dedicated sessions (FITUR, ITB Berlin, 35th CAP-CSA)
- 2nd World Sports Tourism Congress
- Preliminary Conclusions from the World Expert Meeting on Cultural Tourism
- 2 Induction Sessions for Affiliate Members

Affiliate Members’ activities/initiatives:

- 16 new entities joined the Affiliate Members Network + 39 pending the GA approval
- 20 events organized by the AMs, with the AMD/UNWTO support
- 7 MoU signed
- 26 logos requests approved
- 43 contributions to the AMNewsletter received
To achieve the objectives established through the PoW 2022 and 2023, AMD focused its efforts on the following lines of activities:

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. An important pillar of AMD activities was oriented towards this goal, namely improving its capacity to collect and incorporate valuable ideas and initiatives from the tourism private stakeholders by providing a reinforced framework for a stronger collaboration with the Affiliate Members aimed to contribute to the recovery of the sector.

1.1 **Mechanisms to collect valuable contributions and ideas from Affiliate Members**

Affiliate Members proved once again their capacity to provide UNWTO with innovative and valuable ideas and tangible initiatives contributing to the efforts of the Organization to develop a more sustainable, responsible, and resilient tourism sector.

Acknowledging the value of its Affiliate Members and the importance of reinforcing the contribution by the private sector to the work of the Organization, AMD proactively invited its network to share solid proposals and best practices on priority topics for UNWTO.

As part of these efforts, AMD launched various “Call for submission of projects,” proactively inviting the Affiliate Members, as a strategic approach, to share solid proposals and best practices supporting the efforts of the Organization to address the existing challenges.
In September 2021, AMD launched the Call for Proposals for the Programme of Work 2022. This was then discussed during the 43rd Plenary Session in November 2021 in Madrid, and its definitive version was enriched with the proposals shared by the Affiliate Members prior to and during the Plenary Session. The final document was then presented to, and endorsed by, the Board of Affiliate Members at its 56th meeting in the framework of FITUR 2022.

The same procedure was carried out for the Programme of Work 2023, for which a Call for Proposals was launched in October 2022. During the 57th meeting of the Board of Affiliate Members, held in London on 9 November, the PoW 2023 was submitted for consideration and approved by the Board. Furthermore, on 17 November during the 2nd Meeting of the Committee on Matters Related to Affiliate Membership, the priorities and main lines of action were approved by the Committee.

As part of these efforts to strengthen the contributions of the Affiliate Members and better integrate the Affiliate Membership into the UNWTO agenda, they were invited – for the first time in the history of UNWTO – to participate in the process of elaboration of the Programme of Work of the Organization for 2024-2025. This is a very remarkable step towards aligning the PoW of the Affiliate Members with that of the whole Organization, which allows to improve the integration of the Affiliate Membership within the overall operation of UNWTO and achieve better synergies with Governments of UNWTO Member States.

In December 2022, AMD launched a Survey on Affiliate Members’ priorities for the Programme of Work and Budget for the period 2024-2025, which enabled to collect valuable inputs on the main challenges, priorities, and points of view of the Affiliate Members for the next 2 years. These were carefully taken into consideration and included in the elaboration of the Organization’s Programme of Work, defining a long-term vision for the entire sector globally.
1.2 Boost the visibility of inputs received from the Affiliate Members

AMD placed a special emphasis on providing higher visibility for the contributions and projects received from the Affiliate Members.

a) **Summary of Affiliate Members’ Activities**, AMD developed this new format that offers a comprehensive picture of the main activities, initiatives, and services offered to the Affiliate Members, and a view of the involvement and collaboration of our Affiliate Members with the Organization. The Summary of Activities 2022 and the Summary of Activities for the first 6 months of 2023 were already published and shared with all the Affiliate Members. AMD will further develop this innovative format and will publish updates on a half-yearly basis.

b) **Affiliate Members Corner**, AMD reinforced and intensively used the concept “Affiliate Members Corner” - which provides a visibility framework for presentations of projects on priority topics delivered by Affiliate Members in major international tourism fairs. Main occasions in which events of this type have been organized:

   - **“Strategies by Tourism Boards,”** in the framework of FITUR 2022, in Madrid on 21 January - this edition addressed the changing and adaptive role of tourism boards in the changing scenario and how they are contributing to the effective recovery of tourism
   - **“Sustainability and Digitalization in Tourism Product Development,”** on the occasion of Tourism Expo Japan, held in Tokyo on 23 September 2022 – 6 Affiliate Members had the opportunity to showcase their projects and initiatives focused on the two priority topics of sustainability and digitalization
   - **“Trends taking shape in the travel industry in 2023,”** in the framework of FITUR 2023, held in Madrid on 20 January – 10 Affiliate Members presented initiatives and projects addressing some of the main trends for the tourism sector in the next period and how to capitalize on the changes happening in the sector.

c) **Dedicated sessions for Affiliate Members**, AMD organized several thematic sessions and roundtables within the framework of UNWTO events and international tourism conferences aimed to debate some of the most crucial topics in tourism and highlight the value of the network of Affiliate Members:

   - **“Breaking the ground in public-private partnership”,** on the occasion of the celebrations of the World Tourism Day in Bali, Indonesia, on 27 September 2022 – this session included successful examples of private-public partnerships carried out by several Affiliate Members (Basquetour, Netflix, Airbnb, Seoul Tourism Organization, and Tourism Industry Association of Canada), who debated on the main trends and priority assigned to public-private cooperation in the recovery process.
• “Connecting Sports Tourism to Health,” held in the framework of ITB Berlin on 7-9 March 2023 - this UNWTO roundtable discussed ways to unlock the synergies between the two fields: sports and health within tourism and counted on the participation of experienced UNWTO Affiliate Members (Croatian National Tourist Board, Catalan Tourism Board, European Historic Thermal Towns Association, Türkiye Tourism Promotion and Development Agency).

• “Public-private cooperation at the core of tourism sustainable development”, organized within the framework of the 35th Joint Meeting of the UNWTO Commission for East Asia and the Pacific & UNWTO Commission for South Asia, held in Phnom Penh, Cambodia on the 15th of June 2023 – several Affiliate Members from Asia and the Pacific (JTB Corp., Traveloka, Pacific Tourism Organization, Responsible Borneo, and Cambodia Tourism Federation) discussed the role of public-private cooperation towards the development of a more sustainable and responsible tourism sector and showcased tangible examples of initiatives and projects fostering sustainable practices in the sector.
**d) Co-organize UNWTO-AM International Conferences.** AMD supported the organization of conferences and events with the Affiliate Members on topics of common interest that are in line with UNWTO’s mandate, contributing to strengthening cooperation with the Affiliate Members while helping them enhance their visibility through UNWTO's global network.

- **1st International Congress on Thermal Tourism**, Ourense (Spain), 27-29 September 2022 – organized by the Affiliate Member European Association of Historic Thermal Towns (EHTTA) and with the support of UNWTO and Axengia Turismo Galicia. The event focused on three topics related to thermalism: heritage, tourism, and experiences. The event served to raise awareness about the potential of thermal tourism to contribute to the sustainable transformation of tourism.

- **World Experts Meeting on Cultural Tourism**, Madrid (Spain), 1-2 December 2022. UNWTO and the Community of Madrid jointly organized the first Global Experts Meeting on Cultural Tourism, a debate counting on the knowledge and expertise of 17 experts on the topic coming from all over the world. They discussed the main challenges and trends of cultural tourism, such as:
  - The impact of strategic management of cultural resources for the destinations
  - How to promote lesser-known destinations as a way to avoid the saturation of main touristic attractions
  - The crucial role of marketing strategies and public-private partnerships in the development of cultural tourism

- **2nd World Sports Tourism Congress**, Zadar (Croatia), 26-27 April 2023. The second edition of the World Sports Tourism Congress, jointly organized by UNWTO, the Government of Croatia through its Ministry of Tourism and Sport, and the Affiliate Member Croatian National Tourist Board, built on the success of the first edition hosted in Lloret de Mar, Spain, in November 2021. The debates addressed crucial topics such as sports tourism’s economic impact, its contribution to the SDGs from the environmental, and economic perspectives, as well as the keys to promoting a destination through hosting sports events, sponsorship, and bidding procedures. With more than 350 participants from over 25 different countries, the event served to consolidate the importance of sports tourism in the UNWTO agenda and its commitment to continue raising awareness of its benefits by generating knowledge and recommendations for destinations and the overall tourism industry.
1.3 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 kept working to develop these topics involving more specialized Affiliate Members and implementing new initiatives.

- **Sports Tourism:** Tourism and sports are closely interrelated, and major sporting events have become powerful tourism attractions. AMD continued to reinforce this thematic area always based on the concrete contributions, proposals, and support of relevant Affiliate Members.

  - **MadCup 2022,** Madrid (Spain), 24-29 June 2022. MadCup is an international youth soccer tournament, with the objective to connect sport with culture, education, and tourism. It promotes the values of education, effort, hard-work, and the capacity for self-improvement, as well as contributing towards achieving the SDGs. UNWTO provided institutional support to this event organized by the Affiliate Member Club Atlético de Madrid.

  - **UNWTO key findings on sports tourism and the launch of the 2nd World Sports Tourism Congress,** Madrid (Spain), 19 January 2023. Within the framework of FITUR, and in collaboration with the Affiliate Member Croatian National Tourism Board, AMD presented “UNWTO key findings on Sports Tourist and the official launch of the 2nd World Sports Tourism Congress”. These key findings were based on a survey AMD launched among affiliated destinations to identify the main challenges and priorities when it comes to positioning themselves as an attractive sports tourism destination.

  - **2nd World Sports Tourism Congress,** Zadar (Croatia), 26-27 April 2023. The second edition of the World Sports Tourism Congress, jointly organized by UNWTO, the Government of Croatia through its Ministry of Tourism and Sport, and the Affiliate Member Croatian National Tourist Board, addressed crucial topics such as the impact of hosting sports events, its contribution to the SDGs from the environmental, social, and economic perspectives, as well as sponsorships and bidding procedures. With more than 350 participants from over 25 different countries, the event served to consolidate the importance of sports tourism in the UNWTO agenda and to keep generating knowledge and recommendations for destinations and the overall tourism industry.

  - **MadCup 2023,** Madrid (Spain), 23-28 June 2023. UNWTO provided once again institutional support to the MadCup in the third edition 2023 and, on this occasion, the involvement of the Organization went further. Director Ion Vilcu delivered an Award in Values as proof of the commitment of UNWTO to the mission and values promoted by MadCup through sports. Furthermore, a UNWTO Channel was created in the MadCup TV, specifically to display its work in the line of action of Sports Tourism.
• **Tourism and the Audiovisual Industry:** The audiovisual sector plays a vital role in the promotion of a more sustainable and responsible tourism. UNWTO supported and participated in several events focused on this topic organized by our Affiliate Members in 2022 and 2023.

  - **6th Conecta Fiction & Entertainment,** Toledo (Spain), 21-24 June 2022. This event, organized with the support of the Government of the Autonomous Community of Castilla-La Mancha, affiliated with UNWTO through the Foundation Impulsa CLM, is about co-production and networking of series and television entertainment content, and how destinations can position themselves to attract shootings. AMD participated in the Opening Ceremony, where Director Vilcu presented its initiatives implemented in Tourism and the Audio-visual Industry and its perspectives regarding the future of the sector.

  - **FITUR SCREEN** “Mesa Rodonda: La influencia del cine y de las series en la cultura de los viajes”, 20 January 2023, in the framework of FITUR 2023. Representatives of the UNWTO along with experts from companies such as Booking and Netflix address this trending phenomenon through a dedicated discussion in the context of FITUR SCREEN, a space that aims of promoting the increasingly close link between audiovisual and tourism and highlighting the new leisure proposals that have arisen around filming in Spain.

  - **Terres Check-In International Hospitality Film Awards,** Barcelona (Spain), 6 September 2022, and Terres Check-In International Hospitality Film Awards, Lloret de Mar (Spain), 13 September 2023. This is a joint initiative by Terres Landscape and Travel Communication and the Catalan foundations CETT (UNWTO Affiliate Member), Climent Guitart, and Jordi Comas Matamala. Terres Check-In aims to be the world reference in the field of the audiovisual hospitality sector and highlight marketing trends of organizations that form the tourism industry, hospitality, and gastronomy.

  - **Iberseries & Platino Industria,** Madrid (Spain), 27-30 September 2022 and 3-6 October 2023. It is the largest Ibero-American audiovisual industry event, organized by the Affiliate Member EGEDA with the support of the Madrid City Council, the Community of Madrid, and ICEX Spain Exportation and Investments. It seeks to provide visibility to feature films and series in Spanish and Portuguese, enhance the talent of creators, and promote international co-production and the marketing of content as a key formula to strengthen projects and new synergies.
Tourism and Culture: Building on the experience of destinations and entities that are part of the Affiliate Membership, AMD started to develop this line of action aimed at supporting administrations and destinations to promote their cultural heritage (tangible and intangible) while at the same time preserving it.

- **World Experts Meeting on Cultural Tourism**, Madrid (Spain), 1-2 December 2022. UNWTO and the Community of Madrid jointly organized the first Global Experts Meeting on Cultural Tourism, a debate counting on the knowledge and expertise of 17 experts on the topic coming from all over the world. They discussed the main challenges and trends of cultural tourism, such as:
  - The impact of strategic management of cultural resources for the destinations
  - How to promote lesser-known destinations as a way to avoid the saturation of main touristic attractions
  - The crucial role of marketing strategies and public-private partnerships in the development of cultural tourism

- **Presentation of the Preliminary Conclusions from the World Experts Meeting on Cultural Tourism**, Madrid (Spain), 18 January 2023. In the framework of FITUR, the preliminary conclusions extracted from the Experts Meeting on Cultural Tourism held in Madrid on 1-2 December 2022 were presented. These aim to identify the main challenges in managing cultural tourism and propose recommendations to best address them, for destinations as well as for tourism-cultural institutions and companies. Case studies from the participating entities, many of them being Affiliate Members, have been included in order to illustrate how to maximize the potential of cultural tourism.
• **Tourism and Thermal Destinations:** Thermal Tourism is intricately connected to the natural and cultural environment and represents one of the most valuable forms of sustainable tourism. AMD 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 opportunities.

  - **1st International Congress on Thermal Tourism**, Ourense (Spain), 27-29 September. This event, organized by the Affiliate Member European Association of Historic Thermal Towns (EHTTA) with the support of UNWTO and Axencia Tourism Galicia, served to raise awareness about the potential of thermal tourism to contribute to the sustainable transformation of tourism. The Chair of the Board Ms. Mar de Miguel participated in the Opening Ceremony and delivered an institutional message on behalf of the Affiliate Members.

• **Scientific Tourism:** AMD recognizes the potential of the combination of science and tourism to develop destinations and stimulate sustainability. AMD kept exploring this tourism product by supporting events organized by Affiliate Members:

  - **5th International Starlight Meeting**, La Palma (Spain), 24-29 October 2022. This event was organized by the Affiliate Member Foundation Starlight, and with the participation of other Affiliate Members such as SODEPAL, Dark Sky Association, and SPET Turismo de Tenerife. On this occasion, the UNWTO Working Group on Scientific Tourism, composed of Affiliate Members, had the opportunity to hold a roundtable to discuss the latest developments in the recovery of tourism and how astrotourism could respond to the needs of diversification and sustainable transition for many destinations. Also, the group presented the table of contents of a guide for the development of astrotourism to be published jointly by UNWTO, Foundation Starlight, SODEPAL, and SPET Turismo de Tenerife.
1.4 Provided increased opportunities for networking and information exchange

In line with the objectives and concrete proposals of activities established through the PoW 2022 and PoW 2023, AMD supported the implementation of a consistent agenda of activities of Affiliate Members or with their participation, organized both in-person and virtually, targeting to provide more and better networking opportunities and information-exchange, and to permanently enrich and improve the services offered to the AMs. These activities, which were in line with the objectives and priorities of UNWTO, took place in the form of AM Corners, AMs Roundtable and sessions dedicated to the Affiliate Members, online meetings, webinars, and participation in statutory meetings.

(More details available in Annexes 1 and 2)

Also, AMD kept Affiliate Members permanently informed from an early stage on the development of UNWTO’s global and regional activities in 2023, promoting their assistance and active engagement. To this end, it is worth mentioning that AMD introduced the new format “UNWTO Briefing for AMs.” These informative sessions are dedicated exclusively to Affiliate Members and aim to offer them first-hand insights on upcoming UNWTO major events, activities, and initiatives, helping them to take full advantage of the opportunities for engagement, networking, and visibility and plan their agenda accordingly. The first two sessions held in 2022 were dedicated to the 1st Global Youth Tourism Summit and the 7th UNWTO World Forum on Gastronomy Tourism.
1.5 Enhance communication and easy access to information

AMD is fully committed to providing the Affiliate Members with fast, professional, and easy access to the information. To achieve this, during 2022 and 2023 AMD focused on:

- **Develop new promotional and informative materials** (i.e., brochures, leaflets) in order to provide AMs with all the most updated information on the membership and opportunities for engagement and increase AMD capacity to attract new Affiliate Members.

- **Intensively use AMConnected platform capabilities** to communicate and share information, establish new business relationships, and always stay up to date with the current news and events of the UNWTO.

- **Improve the AM Newsletter**, allowing Affiliate Members to share their initiatives and projects more efficiently with the AM community on a monthly basis.

- **Facilitate easy and fast access to the UNWTO’s information resources**, including E-Library, Barometer, Statistical Data, UNWTO Dashboards, and Joint Reports.

Moreover, AMD introduced the new format “**Induction Session for Affiliate Members**”, held after each Executive Council held in 2022 and 2023 upon the admission of new Affiliate Members. This format serves to better explain the main benefits and resources of the Membership and ways to engage with UNWTO, for them to make the best out of it. These sessions address the below topics:

- Structure of UNWTO and the role of the Affiliate Members Department
- Board of Affiliate Members and Committee on Matters Related to Affiliate Membership
- Programme of Work of AMD
- Access to UNWTO resources
- Opportunities for participation in UNWTO events and activities
- How to use the AMConnected platform
1.6 Joint UNWTO/AMD - AMs research & publications

AMD continued to work on the development of joint UNWTO-AMs publications on priority topics, to strengthen UNWTO’s capacity to deliver knowledge and innovation, based on the partnership with the Affiliate Members.

- **Publication of the Summary of the proceedings, case studies, and key lessons from the 1st World Sports Tourism Congress.** This document, published in May 2022, summarizes the main contents, findings, and conclusions of the 1st World Sports Tourism Congress, organized by UNWTO and the Affiliate Member the Catalan Tourism Board (ACT), and held in Lloret de Mar, Spain, on the 25-26 November 2021.

- **Outcomes from the World Experts Meeting on Cultural Tourism.** The content of the publication is the result of the collaboration and discussion between the experts who participated in the World Experts Meeting on Cultural Tourism, organized by UNWTO and the Region of Madrid – through the Regional Ministry of Culture, Tourism and Sports – and held in Madrid on 1-2 December 2022. The document summarizes the challenges identified during the meeting in terms of the sustainability of cultural tourism and proposes key topics to consider when trying to overcome such challenges. It also includes actions that can be taken to promote tourism development in lesser-known locations, encouraging the safeguarding of destinations’ cultural expressions and fostering the positive socio-economic effects that can be generated by the sector. Additionally, the document gathers a set of case studies in cultural tourism that can serve as an inspiration for stakeholders in the field to design and implement their strategies and plans.

**Upcoming UNWTO/AMD - AMs research & publications**

- **Publication of the Summary of the 2nd World Sports Tourism Congress,** held in Zadar, Croatia on 26-27 April 2023. This document summarizes the key topics and ideas discussed during the Congress, the main takeaways that were extracted from the different panels in terms of priorities and challenges identified by destinations and private stakeholders of the Sports Tourism industry, as well as tangible examples of successful projects and initiatives contributing to advancing towards the development of the industry.
Promote the effective integration of Affiliate Members within UNWTO and their collaboration with Governments

Achieving a true integration of AMs with the Member States/Governments continued to be a priority line of action for AMD, also considering the new tools provided by the new Legal Framework of the Affiliate Membership, approved by the 24th UNWTO General Assembly.

Indeed, the creation of the Committee on Matters Related to Affiliate Membership (CMAM), as one of the main outcomes of the reform, is serving as an effective institutional vehicle for ensuring a more effective integration of the Affiliate Members with Governments and within UNWTO. It is offering to the Affiliate Members the necessary support and the operational mechanism to network, dialogue, and interact with the UNWTO statutory bodies.

a. Consisting engagement in Executive Councils and Regional Commissions

AMD was continuously working on promoting a more consistent and visible participation of our Affiliate Members in UNWTO Statutory events – Executive Councils and Regional Commissions – not only for visibility opportunities but also as an effective way of improving the effective integration of the Affiliate Membership in the overall activity of the Organization and generating more collaboration opportunities with the Member States.
The most recent Executive Councils (held in Jeddah in June 2022, in Marrakech in November 2022, and in Punta Cana in May 2023) constituted illustrative examples of the positive and fruitful involvement of the Affiliate Membership. All these statutory meetings have included in the agenda a consistent component regarding Affiliate Membership:

- Report of the Chair of the Board
- Progress Report on the ongoing activities
- Report of the Chair of the Committee on Matters related to the Affiliate Membership
- Approval of new candidatures

Also, in the Regional Commissions held between March 2022 and July 2023, that agenda has included consistent presentations on the situation and evolution of the Affiliate Membership in the respective regions of each Regional Commission, as well as the intervention of an institutional representative of the Affiliate Members.

It is also worth mentioning that, in December 2022 AMD launched a survey among the Affiliate Members to collect inputs that served for the elaboration of the UNWTO General Programme of Work and Budget for the period 2024-2025. The purpose of this survey is to identify the Affiliate Members' priorities, challenges, and points of view in order to include their interests in the best possible manner in the UNWTO General Programme of Work and Budget for the next biennium.

This approach, for the first time in the history of the Organization, will improve the effective integration of the Affiliate Membership within the overall operation of the Organization in the next period, and to achieve better synergies and engagement of the Governments of our Member States with the affiliated entities.

(*To see the results of the survey please see Annex IV).
b. Participation of Affiliate Members in UNWTO Thematic Events

AMD also fostered a more consistent participation by the Affiliate Members in other UNWTO Thematic Events, by facilitating their involvement as speakers, sponsors, and attendees. Some examples:

- **11th UNWTO World Congress on Snow and Mountain Tourism**, Canillo (Andorra), 23-25 March 2022
- **Sustainable Destinations Summit**, Mallorca (Spain), 7-8 April 2022
- **1st Global Youth Tourism Summit**, Sorrento (Italy), 27 June–3 July 2022
- **6th UNWTO Global Conference on Wine Tourism**, Alba (Italy), 19-21 September 2022
- **UNWTO Global Conference on Linking Tourism, Culture and Creative Industries**, Lagos (Nigeria), 14-16 November 2022
- **3rd World Conference on Smart Destinations**, Valencia (Spain), 23-25 November 2022
- **6th World Tourism Conference 2022 – Tourism Futures Reimagined**, Sabah (Malaysia), 28-30 November 2022
- **7th UNWTO World Forum on Gastronomy Tourism**, Nara (Japan), 12-15 December 2022
- **8th UNWTO World Forum on Gastronomy Tourism**, San Sebastian, Spain, 5-7 October 2023
Expand and reinforce the UNWTO Affiliate Membership – quality and geographically balanced expansion of the Membership

In line with the Programme of Work for 2022-2023 of UNWTO – Objective 2: Diversification of services to members and expand membership, the Affiliate Members Department started with the implementation of a strategy for a quality-oriented and geographically balanced expansion of the UNWTO Affiliate Membership.

The more quality companies join the AMs community around the world, the greater the opportunities to establish valuable partnerships and generate collaboration opportunities. However, there were certain areas that were identified based on analysis carried out by both the AMD and the governing bodies of the Affiliate Membership that had to be addressed:

a) **High turnover rate of new affiliated entities**

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.

The former is being effectively addressed through the new procedures and tools introduced by the New Legal Framework of the UNWTO Affiliate Membership, which establishes:

- **More demanding eligibility criteria** and clearer description of the categories of entities to which affiliate membership is open
- **Stricter and more precise check and admission procedure** to ensure that a candidate has the capacity, knowledge, and determination to add value to the Membership
- **AMD** is now the body in charge of requesting to the government of the state in which the candidate’s headquarters are located the endorsement to the entity applying to the Affiliate Membership
- **A faster withdrawal procedure**, reducing from 4 to 2 the amount accumulated years of arrears in the membership fee implying the withdrawal from the Organization.
However, the challenge of the geographical concentration needed to be tackled through an improved approach to the expansion of the Affiliate Membership. For this reason, AMD started at the beginning of 2023 the implementation of a strategy to achieve a quality-oriented and geographically more balanced expansion of the Affiliate Membership.

This strategy follows a double-edge approach aimed at (1) expanding the UNWTO Affiliate Members network driven by the criteria of geographical diversification and attracting the main stakeholders in the tourism sector at both the international and the national levels, and (2) offering better values to the members in order to increase the interest of relevant entities to join UNWTO membership and to reinforce the loyalty of the current members.

From an operational point of view, the strategy is based on the below criteria:

**a) Priority promotion in regions and countries underrepresented in terms of number of Affiliate Members:*** a key aspect to achieving a greater diversification is to increase the number of newly incorporated Affiliate Members from underrepresented regions (Asia and the Pacific, Middle East, and Africa). Special focus was placed on the top countries by tourist arrivals (taking 2019 as a reference year) within those regions, as well as on countries that currently do not have any Affiliate Members.

**b) Contacting specific potential Affiliate Members within the identified targeted countries:*** in any of them there are certain tourism entities highly likely to become interested in joining UNWTO as Affiliate Members due to their profile, such as:
- National tourist boards
- DMOs
- Main National Tourism Associations
- National airlines
- Top education and research institutions in tourism
- Leading tourism private businesses

**c) Involving current Affiliate Members in supporting the strategy:*** the Affiliate Members Department counts on the support of existing Affiliate Members through testimonials, events, gatherings, and word-of-mouth.
d) Implementation of a results-driven communication campaign based on the key below elements:
- Support from the Members of the CMAM
- Support from the Board of the Affiliate Members
- Expressions of interest of certain Member States to actively engage in the promotional campaign
- Support by Member States’ Focal Points
- Promotion in the framework of UNWTO events and main international tourism fairs

This is a long-term strategy whose results will be more tangible by 2025. However, since the beginning of 2023, the results have been encouraging, and this will remain a priority in the agenda of AMD for the next period. 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 focus given to this region.

*(To see the main results of the strategy please consult Annex VI).*

![Diagram of Expansion Strategy](image-url)
4 Provide modernized and efficient management for the Affiliate Membership network

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 meeting 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 the daily interaction in terms of the facilities, support, and services. Since the last Plenary Session, this continued to be a priority for AMD.

4.1. Redefining AMD’s strategic positioning

One of the main priorities of AMD is always that improving its offer and maximizing the benefits and resources provided to the Affiliate Members, based on the expectations and priorities expressed by the network.
To this purpose, AMD has been working on a strategic analysis allowing it to redefine its mission, purpose, and value proposition of the Affiliate Membership. Specifically, this strategic project, developed in July-December 2022, seeks to achieve the below objectives:

- Identify opportunities for improvement of the relationships with the current Affiliate Members and of the management of the network of AMs
- Identify actions towards the expansion of the Affiliate Membership and incorporation of new AMs
- Design a new strategic scenario that defines AMD’s value proposition, the communication strategy to be implemented, and a new action plan to help highlight the value of belonging to the UNWTO as an Affiliate Member and increase the AMs degree of satisfaction

This exhaustive strategic analysis explored both the external and internal factors, to extract the main insights to achieve the above-mentioned objectives. On the one side, the internal analysis allowed to work on the current business model and identify the weaknesses to work on and strengths to maximize. At the same time, the external one analyzed the tourism sector's current trends and the potential direct competition for the UNWTO Affiliate Membership, enabling it to identify threats and opportunities to maximize. Based on the conclusions drawn from the analysis phase, a new positioning of the UNWTO Affiliate Members Department has been developed, as a fundamental part of its strategy to promote and manage the membership.
This new positioning relies on the following pillars:

**MISSION** - Helping private entities forge alliances to face the challenges of the tourism sector in a joint and coordinated manner, fostering dialogue, collaboration, and synergies between the Organization, Member States, and public and private entities around the world affiliated to the UNWTO.

**VISION** - Being a driving force for change, both of the tourism sector and of society as a whole, helping States, associations, and companies to contribute to an inclusive and sustainable development of tourism.

**PURPOSE** - Supporting the development of the tourism sector by contributing to the achievement Sustainable Development Goals of the United Nations.

Furthermore, in order to build the Value Proposition of the UNWTO Affiliate Members Department, it has been established a “customer profile” definition for each segment of Affiliate Members, developing a value map for each and seeking a fit that would allow to define a universal and common value proposition for all the Affiliate Members.

Four categories of AMs were identified, and for each a specific “customer profile” was developed, taking into account the specificities and expectations of each category:

1. **DMOs** - Help them achieve greater awareness and visibility to promote tourism in their destination.
2. **Education & Research institutes** - Help them to improve the quality and reputation of their institution and training proposal on one hand, on the other help them to have more relevance in order to build useful alliances and engage with sources of financing.
3. **Associations and NGOs** - Help them to create alliances to achieve new business formulas for their members and to achieve more credibility and prestige to enhance their development.
4. **For-profit companies** - Help them to improve their positioning in the market and in the development of the tourism industry.

Taking this into account, it was established that the universal Value Proposition of the department for all AMs is based on the figure of “partner.”

**VALUE PROPOSITION** - Assisting our members in the development of a more inclusive, responsible, sustainable, and accessible tourism industry.
In line with the value proposition developed, an action plan including specific activities to be carried out, adapted to each type of AMs, was established. This will enable us to achieve 7 main objectives:

- Give visibility to its Affiliate Members through the communication channels of the Affiliate Members Department, planning the communication needs for each type of member and, consequently, the number of annual appearances.
- Promote networking among AMs, based on identifying the needs, interests and opportunities of each typology of AMs and of each member.
- Activate the participation of AMs in activities and events promoted by AMD and by the members themselves, establishing various levels of involvement in the initiatives (co-organizer, host, sponsor etc.).
- Share relevant information, data, and research regarding the tourism sector, both developed by UNWTO and by Affiliate Members.
- Propose and promote cooperation in joint projects of AMs with UNWTO (events, research, publications, certifications etc.), and business projects between AMs.
- Support and endorse relevant initiatives and projects developed by the AMs through recommendations to Governments or other companies.
- Promote the creation and development of new innovative business projects that contribute to the sustainable development of the tourism industry.

Based on this, a coherent and consistent communication plan was built, and is currently being implemented in order to improve the AMD brand while increasing the benefits of the Affiliate Membership.
4.2 Increased and consolidated use and improvement of the AMConnected platform

AMConnected, the exclusive platform for Affiliate Members, was designed as a state-of-the-art tool that allows the AMs network 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.

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

- A more friendly interface with the users (similar to the ones offered by the main social networks with whom the users are accustomed in their daily activity)
- New tools for easier and more effective communication, networking, and collaboration
- Versions both for web browsers and Mobile App

Therefore, the new & and modernized AMConnected platform shall:
- Upgrade and modernize all the current functionalities
- Provide additional modern tools for communication and collaboration within the community of the Affiliate Members, which currently are not available.
The UNWTO Affiliate Members Department is responsible for the management of the partnership between UNWTO and the private sector.

Contact us at: am@unwto.org
# Annex I: Main UNWTO activities and events with AMs participation

## 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>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>UNWTO General Assembly</td>
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</tr>
<tr>
<td>27-28 April 2022</td>
<td>Extraordinary Session of the General Assembly</td>
<td>Madrid, Spain</td>
<td>In person</td>
<td>Institutional representation of the Board of the Affiliate Members</td>
</tr>
<tr>
<td>16-20 Oct. 2023</td>
<td>25th UNWTO General Assembly</td>
<td>Samarkand, Uzbekistan</td>
<td>In person</td>
<td>Institutional representation of the Board of the Affiliate Members</td>
</tr>
<tr>
<td></td>
<td>UNWTO Executive Council</td>
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<tr>
<td>8 March 2022</td>
<td>Emergency Session of the Executive Council</td>
<td>Madrid, Spain</td>
<td>In person</td>
<td>Institutional representation of the Board of the Affiliate Members</td>
</tr>
<tr>
<td>7-8 June 2022</td>
<td>116th Session of the UNWTO Executive Council</td>
<td>Jeddah, Saudi Arabia</td>
<td>In person</td>
<td>Institutional representation of the Board of the Affiliate Members</td>
</tr>
<tr>
<td>23-25 Nov. 2022</td>
<td>117th Session of the UNWTO Executive Council</td>
<td>Marrakesh, Morocco</td>
<td>In person</td>
<td>Institutional representation of the Board of the Affiliate Members</td>
</tr>
<tr>
<td>16-18 May 2023</td>
<td>118th Session of the UNWTO Executive Council</td>
<td>Punta Cana, Dominican Republic</td>
<td>In person</td>
<td>Institutional representation of the Board of the Affiliate Members</td>
</tr>
<tr>
<td>17 October 2023</td>
<td>119th Session of the UNWTO Executive Council</td>
<td>Samarkand, Uzbekistan</td>
<td>In person</td>
<td>Institutional representation of the Board of the Affiliate Members</td>
</tr>
<tr>
<td>20 October 2023</td>
<td>120th Session of the UNWTO Executive Council</td>
<td>Samarkand, Uzbekistan</td>
<td>In person</td>
<td>Institutional representation of the Board of the Affiliate Members</td>
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<tr>
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<td>UNWTO Regional Commissions</td>
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<tr>
<td>2022</td>
<td>48th Regional Commission for the Middle East, 28-29 March</td>
<td>Cairo, Egypt</td>
<td>In person</td>
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<tr>
<td></td>
<td>67th Regional Commission for Americas, 19-20 May</td>
<td>Punta del Este, Uruguay</td>
<td>In person</td>
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<tr>
<td></td>
<td>67th Regional Commission for Europe, 1-3 June</td>
<td>Yerevan, Armenia</td>
<td>In person</td>
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</tbody>
</table>
|                 | 34th Joint Meeting of the UNWTO Commission for East Asia and the Pacific & the Commission for South Asia, Asia-Pacific, 14-16 June | Maldives | In person | • Institutional representation of Affiliate Members  
• Report of the representative of the Board  
• Agenda items promoted with the support of CMAM |
<p>|                 | 65th Regional Commission for Africa, 5-7 October | Arusha, Tanzania     | In person |                                                                                                 |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
<th>Venue</th>
<th>Type</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 May 2022</td>
<td>1st Meeting of the CMAM</td>
<td>Online</td>
<td>Online</td>
<td>Institutional representation of Affiliate Members</td>
</tr>
<tr>
<td>17 Nov. 2022</td>
<td>2nd Meeting of the CMAM</td>
<td>Online</td>
<td>Online</td>
<td>Institutional representation of Affiliate Members</td>
</tr>
<tr>
<td>11 May 2023</td>
<td>3rd Meeting of the CMAM</td>
<td>Online</td>
<td>Online</td>
<td>Institutional representation of Affiliate Members</td>
</tr>
<tr>
<td>10 Oct. 2023</td>
<td>4th Meeting of the CMAM</td>
<td>Online</td>
<td>Online</td>
<td>Institutional representation of Affiliate Members</td>
</tr>
<tr>
<td>17 Oct. 2023</td>
<td>5th Meeting of the CMAM</td>
<td>Samarkand, Uzbekistan</td>
<td>In person</td>
<td>Institutional representation of Affiliate Members</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
<th>Venue</th>
<th>Type</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 Jan. 2022</td>
<td>55th Meeting of the Board of AMs in the framework of FITUR 2022</td>
<td>Madrid, IFEMA</td>
<td>In person</td>
<td>New board formally constituted</td>
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<td></td>
<td>Election for Chair and Vice Chairs of the Board of the Affiliate Members</td>
</tr>
<tr>
<td>24 May 2022</td>
<td>56th Meeting of the Board of AMs</td>
<td>Online</td>
<td>Online</td>
<td>Progress Report on the Affiliate Members Department Programme of Work 2022</td>
</tr>
<tr>
<td>9 Nov. 2022</td>
<td>57th Meeting of the Board of AMs in the framework of WTM 2022</td>
<td>London, WTM</td>
<td>Hybrid</td>
<td>Progress Report on the Affiliate Members Department Programme of Work 2022</td>
</tr>
<tr>
<td>19 Jan. 2023</td>
<td>58th Meeting of the Board of AMs in the framework of FITUR 2023</td>
<td>Madrid, IFEMA</td>
<td>In person</td>
<td>Presentation of the consolidated version of the Affiliate Members Department Programme of Work 2023</td>
</tr>
<tr>
<td>8 Nov. 2023</td>
<td>59th Meeting of the Board of AMs</td>
<td>WTM, London</td>
<td>In person</td>
<td>Progress Report on the Affiliate Members Department Programme of Work 2023</td>
</tr>
</tbody>
</table>

**Board 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>19-23 Jan 2022</td>
<td>FITUR 2022</td>
<td>IFEMA, Madrid</td>
<td>In person</td>
<td>• AMs Corner</td>
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<tr>
<td></td>
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<td></td>
<td>• 55th Meeting of the Board of the Affiliate Members</td>
</tr>
<tr>
<td>23-25 March 2022</td>
<td>11th World Congress on Snow and Mountain Tourism</td>
<td>Canillo, Andorra</td>
<td>In person / hybrid</td>
<td>• Open registration for Affiliate Members</td>
</tr>
<tr>
<td>4 May 2022</td>
<td>High-Level Thematic Debate on the theme &quot;Putting sustainable and resilient tourism at the heart of an inclusive recovery&quot;, UN General Assembly</td>
<td>New York, US</td>
<td>In person / hybrid</td>
<td>• Participation of Affiliate Members: IATA and CLIA.</td>
</tr>
<tr>
<td>27 June-3 July 2022</td>
<td>1st Global Youth Tourism Summit</td>
<td>Sorrento, Italy</td>
<td>In person / hybrid</td>
<td>• Open registration for Affiliate Members</td>
</tr>
<tr>
<td>27 Sept. 2022</td>
<td>World Tourism Day 2022</td>
<td>Bali, Indonesia</td>
<td>In person / hybrid</td>
<td>• Dedicated activities to Affiliate Members</td>
</tr>
<tr>
<td>20-21 Sept. 2022</td>
<td>6th UNWTO Global Conference on Wine Tourism</td>
<td>Alba, Italy</td>
<td>In person / hybrid</td>
<td>• Open registration for Affiliate Members</td>
</tr>
<tr>
<td>22-25 Sept. 2022</td>
<td>Tourism Expo Japan</td>
<td>Tokyo, Japan</td>
<td>In person / hybrid</td>
<td>• AMs Corner</td>
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<td></td>
<td></td>
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<td>• Promotion of the Affiliate Membership</td>
</tr>
<tr>
<td>12-15 Dec. 2022</td>
<td>7th UNWTO World Forum on Gastronomy Tourism</td>
<td>Nara, Japan</td>
<td>In person / hybrid</td>
<td>• Open registration for Affiliate Members</td>
</tr>
<tr>
<td>18-22 Jan. 2023</td>
<td>FITUR 2023</td>
<td>IFEMA, Madrid</td>
<td>In person</td>
<td>• UNWTO Affiliate Members Corner</td>
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<td></td>
<td></td>
<td></td>
<td>• 58th Meeting of the Board of the Affiliate Member</td>
</tr>
<tr>
<td>26-27 April 2023</td>
<td>2nd World Sports Tourism Congress</td>
<td>Zadar, Croatia</td>
<td>In person / hybrid</td>
<td>• Open registration for Affiliate Members</td>
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<tr>
<td></td>
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<td>• Speakers Opportunity</td>
</tr>
<tr>
<td>27 Sept. 2023</td>
<td>World Tourism Day 2023</td>
<td>Riyadh, Saudi Arabia</td>
<td>In person / hybrid</td>
<td>• Open registration for Affiliate Members</td>
</tr>
<tr>
<td>5-6 Oct. 2023</td>
<td>8th UNWTO World Forum on Gastronomy Tourism</td>
<td>Basque Country, Spain</td>
<td>In person / hybrid</td>
<td>• Open registration for Affiliate Members</td>
</tr>
<tr>
<td>22-24 Nov. 2023</td>
<td>7th UNWTO Global Conference on Wine Tourism</td>
<td>La Rioja, Spain</td>
<td>In person / hybrid</td>
<td>• Open registration for Affiliate Members</td>
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<tr>
<td>Date</td>
<td>Project/Initiative</td>
<td>Details</td>
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<tr>
<td>During 2022</td>
<td>Joint research on audiovisual tourism with specialized Affiliate Members</td>
<td>Research on the synergies between the audiovisual industry and tourism: phase 2 of the publication Cultural Affinity and Screen Tourism – The Case of Internet Entertainment Services.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>During 2022</td>
<td>Promotion of the UNWTO Affiliate Membership at tourism events</td>
<td>AMD will carry out promotional activities, along with modernizing the promotional strategy and available tools. The promotional campaign will have a special focus on Iberseries Platino Industria regions with great tourism potential but less Affiliate Members and will count on the support of existing Affiliate Members.</td>
<td></td>
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</tr>
<tr>
<td>During 2022</td>
<td>Implementation of the new Legal Framework of the Affiliate Membership</td>
<td>Throughout 2022 AMD will work to implement such changes in the best way possible in mind the goal to provide Affiliate Members with more value for their membership, as well as creating new synergies between Member States and Affiliate Members.</td>
<td></td>
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</tr>
</tbody>
</table>
| During 2022  | UNWTO Affiliate Member Corner                                                      | • FITUR Madrid  
• WTM London                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| During 2022  | UNWTO Briefing for AMs                                                             | • GYTS (22 May)  
• 7th UNWTO World Forum on Gastronomy Tourism (21 June)                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| During 2022  | Calls for proposals Programme of Work 2023                                        | Gather proposals for joint activities with Affiliate Members to be implemented in 2023                                                                                                                                                                                                                                                                                                                                                                                                            |
| During 2023  | Promotion of the UNWTO Affiliate Membership in the framework of large international tourism events | 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.                                                                                                                                                                                                                                                                                                                                 |
| During 2023  | Implementation of the new Legal Framework of the Affiliate Membership             | Throughout 2023 AMD will work to implement such changes in the best way possible in mind the goal to provide Affiliate Members with more value for their membership, as well as creating new synergies between Member States and Affiliate Members.                                                                                                                                                                                                                                                                                                                                 |
| During 2023  | UNWTO Affiliate Member Corners/dedicated sessions for AMs                          | • FITUR Madrid (20 Jan.)  
• UNWTO GA (17 Oct.)  
• WTM London (Nov. TBC)                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 9 March 2023 | UNWTO AMs Roundtable Discussion: “Connecting sports tourism to health”          | • ITB Berlin                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| During 2023  | UNWTO Briefing for AMs                                                             | Before the most important UNWTO events in coordination with the Chair of the Board                                                                                                                                                                                                                                                                                                                                                                                                              |
| During 2023  | Launching Calls for proposals to incorporate AMs contributions for PoW 2024-2025 and other UNWTO projects | Gather proposals for joint activities with Affiliate Members to be implemented in 2024                                                                                                                                                                                                                                                                                                                                                                                                              |
| Jan & June 2023 | 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.)                                                                                                                                                                                                                                                                                                           |
### Events by UNWTO Affiliate Members in 2022

<table>
<thead>
<tr>
<th>Date</th>
<th>Project/Initiative</th>
<th>Details</th>
<th>UNWTO Involvement</th>
</tr>
</thead>
</table>
| 19 Jan.   | 4th CaixaBank Hotel & Tourism Awards                 | **Affiliate Member: Caixabank**  
Caixabank launched the 4th edition of the Hotels & Tourism award to continue its promotion of the tourism market. The financial institution rewards initiatives, projects, and best practices that contribute to the global effort to overcome the impact of this COVID-19 crisis and to transform it into an opportunity to relaunch tourism on a more solid foundation, under a paradigm of sustainability. | • Communication support  
• UNWTO institutional participation |
| 12 March  | CETT Alimara Awards                                   | **Affiliate Member: CETT**  
The CETT Alimara Barcelona Awards recognize those products, services, strategies, or actions that bring an innovative vision in the field of communication, digitization, sustainability, and research to the tourism, hotel, and gastronomy sectors. | • Communication support  
• UNWTO institutional participation |
| 23-24 March | Asamblea Nacional General de Afiliados 2022 – COTELCO | **Affiliate Member: COTELCO**  
Annual institutional meeting of the Hotel and Tourism Association of Colombia – COTELCO, held for the first time along with 1st Summit of the Accommodation Sector in Colombia. | • Communication support  
• UNWTO institutional participation |
| 6 April   | Indian Responsible Tourism Awards 2022                | **Affiliate Member: Outlook Group**  
The Indian Responsible Tourism Awards is proud to be the flagbearer of travel that is gentle on the earth and invested in the growth and happiness of the local communities across India. | • Communication support |
| 6 April   | Tourist Talent Management Day                         | **Affiliate Member: CETT**  
The TTM conference brings together professionals, employers, administrations, representatives of society, and leading centers in training, research and knowledge transfer, experts in tourism management and with the common nexus of talent. | • Communication support |
| 7-8 April | Sustainable Destination Summit                       | **Affiliate Member: Fundación Mallorca Turisme**  
The main objective of the Summit is to foster an environment of exchange and learning, as well as to promote knowledge of the best practices of environmental, social, and economic sustainability that are developed in the world. | • Communication support  
• UNWTO institutional participation |
| 1 May     | Premios Platino del Cine Iberoamericano               | **Affiliate Member: EGEDA**  
Enhance the presence of tourism stakeholders in the framework of IBERSERIES PLATINO INDUSTRIA through seminars, round tables, destination to producer pitchings and activities dedicated to Affiliate Members. | • Affiliate Members-dedicated activities  
• Communication support  
• UNWTO participation during awards  
• Presence in jury |
| 4 May     | Write a Review Day                                    | **Affiliate Member: Tripadvisor**  
The objective of the event is to rally the extensive Tripadvisor community and encourage travelers to write a review about a recent hotel stay, an experience booked, or a culinary moment at a restaurant within the last year, so that they can help other fellow travelers make better booking decisions. | • Communication support |
| 6 June    | Traveling for Happiness Awards                        | **Affiliate Member: Madrid Hotel Business Association**  
The objective of the Traveling for Happiness Awards is to identify and reward the best practices of social commitment at national and international level, to disseminate them and raise awareness of the role played by the tourism sector at economic, environmental and social level, as well as to highlight the commitment of companies and the tourism sector to society and destinations. | • Communication support  
• UNWTO participation during awards  
• Presence in jury |
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Affiliate Member</th>
<th>Communication Support</th>
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<tbody>
<tr>
<td>21-24 June</td>
<td>VI Conecta Fiction &amp; Entertainment</td>
<td>Fundación Impulsa Castilla-La Mancha</td>
<td>• Communication support • UNWTO institutional participation • Proposal/guidance on speakers</td>
</tr>
<tr>
<td>24-29 June</td>
<td>MadCup</td>
<td>Club Atletico de Madrid</td>
<td>• Communication support • UNWTO participation during awards</td>
</tr>
<tr>
<td>29 June</td>
<td>World Camping Day</td>
<td>Fédération Internationale de Camping, Caravanning et Autocaravanizing</td>
<td>• Communication support</td>
</tr>
<tr>
<td>29 June</td>
<td>Webinar - How tourism will recover after COVID and the issue with over-tourism</td>
<td>Federation Internationale de l'Automobile</td>
<td>• Communication support • UNWTO institutional participation</td>
</tr>
<tr>
<td>6 Sept.</td>
<td>Terres CHECK-IN International Hospitality Film Awards</td>
<td>Estudis d'hôteleria i Turisme CETT</td>
<td>• Communication support • UNWTO participation during awards</td>
</tr>
<tr>
<td>27-29 Sept.</td>
<td>International Congress on Thermal Tourism</td>
<td>European Historic Thermal Towns Association</td>
<td>• Communication support • UNWTO institutional participation • Proposal/guidance on speakers</td>
</tr>
<tr>
<td>27-30 Sept.</td>
<td>Iberseries &amp; Platino Industria</td>
<td>EGEDA</td>
<td>• Communication support • UNWTO institutional participation</td>
</tr>
<tr>
<td>13-18 Oct.</td>
<td>Skål International - Sustainable Tourism Awards</td>
<td>Skål International</td>
<td>• Communication support • UNWTO participation during awards • Presence in jury</td>
</tr>
<tr>
<td>17 Oct.</td>
<td>4º Congreso Gastronómico &quot;Culinaria Castilla La Mancha&quot;, Cuenca</td>
<td>Fundación Impulsa Castilla-La Mancha</td>
<td>• Communication support • UNWTO institutional participation • Proposal/guidance on speakers</td>
</tr>
<tr>
<td>19-23 Oct.</td>
<td>Annual International Convention of Vatel Hotel and Tourism Business Schools</td>
<td>SAS INSTITUT VATEL</td>
<td>• Communication support • UNWTO institutional participation</td>
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<tr>
<td>Date</td>
<td>Event Description</td>
<td>Affiliated Member</td>
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<tr>
<td>24-29 Oct.</td>
<td>5th International Starlight Meeting</td>
<td>Affiliate Member: Fundación Starlight</td>
<td>• Communication support • UNWTO institutional participation</td>
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<td></td>
<td>Organized by Fundación Starlight with the participation of other Affiliate Members such as SODEPAL, Dark Sky Association, and Turismo de Tenerife. On this occasion, the Working Group on Scientific Tourism had the opportunity to hold a roundtable to discuss the latest developments in the recovery of tourism and how astrotourism could respond to the needs to diversification and sustainable transition.</td>
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<tr>
<td>22 Oct.</td>
<td>1st Improvement of Sustainable Mobility, Accessibility, and Responsible Travel – SMART Conference 2022</td>
<td>Affiliate Member: Hospitality and Tourism Institute of Duy Tan University</td>
<td>• Communication support</td>
</tr>
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<td></td>
<td>The Online International Thematic Conference: Improvement of sustainable mobility, accessibility, and responsible travel (SMART Conference 2022) discussed the initiatives from the Asian students’ perspectives regarding tourism resilience during the pandemic.</td>
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<tr>
<td>27-28 Oct.</td>
<td>2nd F.I.C.C. World Congress</td>
<td>Affiliate Member: F.I.C.C.</td>
<td>• Communication support • UNWTO institutional participation</td>
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<td></td>
<td>Under the theme of “the impact DIGITALIZATION and SUSTAINABILITY on camping tourism” the congress, organized by F.I.C.C., counted on the expertise of 16 speakers, who during 6 sessions and different workshops, analyzed the trends and future perspectives of this growing branch of tourism.</td>
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<tr>
<td>9-10 Nov.</td>
<td>4th Edition of CETT Smart Tourism Congress</td>
<td>Affiliate Member: CETT</td>
<td>• Communication support • UNWTO institutional participation</td>
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<td></td>
<td>CETT Barcelona Smart Tourism Congress aims to generate a meeting space where, thanks to the participation of different international experts connected with the reality of Smart Tourism, the phenomenon is analyzed and synergies between academics and professionals are articulated, making it possible to debate on its current and future challenges and opportunities from several perspectives.</td>
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<tr>
<td>Date</td>
<td>Event Description</td>
<td>Affiliate Member</td>
<td>Communication Support</td>
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<tr>
<td>21 February</td>
<td>International Tourist Guide Day (ITGD) Virtual Conference to celebrate the profession of Tourist Guiding is celebrated during the INTERNATIONAL TOURIST GUIDE DAY (21 February). This has been celebrated since 1987 and has obviously grown since and is celebrated across the globe. This year the theme is Rethinking tourism; Regenerating our profession.</td>
<td>WFTGA</td>
<td>• Communication support • UNWTO institutional participation</td>
</tr>
<tr>
<td>23 February</td>
<td>II Tourist Talent Management (TTM) The TTM conference (Girona, Spain) aims to promote debate and reflection among the various stakeholders involved in the management of human capital and talent in the tourism sector, for the benefit of sustainable and responsible development of tourism, and actively contributing to the improvement of tourism competitiveness and its recovery.</td>
<td>CETT</td>
<td>• Communication support</td>
</tr>
<tr>
<td>23 March</td>
<td>Premio CETT Alimara Barcelona The CETT Alimara Barcelona Awards (Barcelona, Spain), recognize those products, services, strategies, or actions that bring an innovative vision in the field of communication, digitalization, sustainability, and research to the tourism, hotel and gastronomy sectors.</td>
<td>CETT</td>
<td>• Communication support • UNWTO institutional participation</td>
</tr>
<tr>
<td>24-25 March</td>
<td>LXIX Asamblea Anual de Afiliados Cotelco 2023 The CETT Alimara Barcelona Awards (Barcelona, Spain), recognize those products, services, strategies, or actions that bring an innovative vision in the field of communication, digitalization, sustainability, and research to the tourism, hotel and gastronomy sectors.</td>
<td>Cotelco</td>
<td>• Communication support • UNWTO institutional participation</td>
</tr>
<tr>
<td>30-31 March</td>
<td>2nd Sustainable Destinations Summit The Fundació Mallorca Turisme of the Consell de Mallorca together with the World Tourism Organization (UNWTO) collaborate again in the second edition of the Sustainable Destinations Summit, under the theme &quot;Leading the Transformation&quot; to be held at Convention Center of the Hipotels Gran Playa de Palma, Mallorca. The forum is focused on 2 days of work based on topics aligned with the Glasgow agreement, the Sustainable Development Goals of the 2030 Agenda, and the UNWTO Action Plan.</td>
<td>Fundación Mallorca Turisme</td>
<td>• Communication support • UNWTO institutional participation • Proposal/guidance on speakers</td>
</tr>
<tr>
<td>25 April</td>
<td>Workshop on International Tourism Cooperation This workshop will be in Santiago de Compostela, Spain, with the presence of representatives from many of the 35 countries where ASICOTUR has delegates.</td>
<td>ASICOTUR</td>
<td>• Communication support • UNWTO institutional participation • Proposal/guidance on speakers</td>
</tr>
<tr>
<td>25-27 May</td>
<td>ToSEE – Tourism in Southern and Eastern Europe Conference The theme of the ToSEE 2023 conference is “Engagement and Empowerment: A Path Toward Sustainable Tourism.” The conference will offer diverse subject areas related to sustainable development in different areas of interest: potentials of health tourism, community-based tourism and stakeholders’ engagement, the role of youth in achieving SDGs, women’s empowerment in the hospitality and tourism, marketing for sustainable tourism, smart tourism destinations, innovations in the hospitality and tourism, experience economy for progress in sustainability, sustainable finance and accounting in tourism and hospitality, challenges in tourism education and human resources, the role of ICT in engaging tourists and stakeholders and excellence for sustainable growth.</td>
<td>University of Rijeka</td>
<td>• Communication support • UNWTO institutional participation • Proposal/guidance on speakers</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
<td>Affiliate Member: Fédération Internationale de l'Automobile</td>
<td>Communication Support</td>
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<tr>
<td>20-22 June</td>
<td>FIA Conference 2023</td>
<td>Every year, the Fédération Internationale de l'Automobile (FIA) holds various global events to bring together Presidents and senior executives of its Member Organisations (ASNs, ACNs and Mobility Clubs) from all around the world. Gathering thousands of people, these events are an opportunity to network, exchange ideas and address the main issues related to Sport and Mobility.</td>
<td>• Communication Support</td>
</tr>
<tr>
<td>23-28 June</td>
<td>MadCup</td>
<td><strong>Affiliate Member: Atletico de Madrid</strong>&lt;br&gt;Organized by the Affiliate Member Atletico Madrid, with UNWTO participation. 3rd edition of the international youth soccer tournament to be held in Madrid. MadCup is the point of connection where the sports community and the educational community are found in a unique setting, coexisting to demonstrate the power of sport to educate children in core values.</td>
<td>• Communication support</td>
</tr>
<tr>
<td>27-28 June</td>
<td>Taste of Place Summit</td>
<td><strong>Affiliate Member: Culinary Tourism Alliance</strong>&lt;br&gt;Toronto, Ontario, Canada. A global summit where destination and economic developers, managers, thought leaders, and marketers meet to build their tastes of place, unlocking the positive power of growing culinary tourism.</td>
<td>• Communication support</td>
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<tr>
<td>28 June</td>
<td>Basque Country's Code of Ethics in Tourism</td>
<td><strong>Affiliate Member: Basquetour</strong>&lt;br&gt;An event dedicated to award organizations and professionals in the tourism sector after completing the training and commitments that make up the Basque Country Code of Ethics. The Basque Tourism Code of Ethics is adapted to the principles of the Global Code of Ethics for Tourism developed by the UNWTO, as well as the Sustainable Development Goals; with particularities of the Basque culture.</td>
<td>• Communication support</td>
</tr>
<tr>
<td>28-29 June</td>
<td>1st F.I.C.C. World Camping Festival F.I.C.C. GA 2023 / 90th F.I.C.C. Years Celebration / World Camping Day 2023</td>
<td><strong>Affiliate Member: Fédération Internationale de Camping, Caravanning et Autocaravaning F.I.C.C.</strong></td>
<td>• Communication support</td>
</tr>
<tr>
<td>6-7 July</td>
<td>1ª Conferencia &amp; Expo Nieve y Montaña de las Américas</td>
<td><strong>Affiliate Member: Cámara Argentina de Turismo</strong>&lt;br&gt;To be held in the city of San Martín de los Andes, the main destination of the Province of Neuquén in the Argentinean Patagonia, the event will bring together some 500 people from the tourism and mountain and snow sports sectors. Conferences, meetings, and interventions of national and international speakers together with regional gastronomy will be the scenario of the 1st Conference &amp; Expo Snow and Mountain of the Americas.</td>
<td>• Communication support</td>
</tr>
<tr>
<td>23-28 July</td>
<td>Culture and Business Pride</td>
<td><strong>Affiliate Member: SPET Turismo de Tenerife</strong>&lt;br&gt;Culture and Business Pride is a festival that brings diversity closer and accessible to all, from an educational and modern point of view and that rewards the great work developed by illustrious people of the LGTBIQ+ collective worldwide.</td>
<td>• Communication support</td>
</tr>
<tr>
<td>13 September</td>
<td>Terres CHECK-IN International Hospitality Film Awards</td>
<td><strong>Affiliate Member: CETT</strong>&lt;br&gt;Terres CHECK-IN International Hospitality Film Awards (Lloret de Mar, Spain) aims 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.</td>
<td>• Communication support</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
<td>Affiliates/Organizers</td>
<td>UNWTO Support</td>
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<tr>
<td>20-23 September</td>
<td>21st Annual Seminar on Tourism and Sustainability (SATyS)</td>
<td>Affiliate Member: Universidad del Caribe with support from the UNWTO</td>
<td>• Communication support • UNWTO institutional participation • Proposal/guidance on speakers</td>
</tr>
<tr>
<td>18-20 October</td>
<td>VI Starlight International Meeting and IV Starlight Guides and Monitors Meeting</td>
<td>Affiliate Member: Fundación Starlight</td>
<td>• Communication support • UNWTO institutional participation</td>
</tr>
<tr>
<td>1-5 November</td>
<td>Skal International Sustainable Tourism Awards</td>
<td>Affiliate Member: Skal International</td>
<td>• Communication support • UNWTO institutional participation</td>
</tr>
<tr>
<td>9-10 November</td>
<td>International Congress on Thermal Tourism 2023</td>
<td>Affiliate Member: European Historic Thermal Towns Association (EHTTA)</td>
<td>• Communication support • UNWTO institutional participation • Proposal/guidance on speakers</td>
</tr>
<tr>
<td>15-18 November</td>
<td>Congreso Internacional de Turismo de Experiencias y Expo-Experiencias</td>
<td>Affiliate Member: FENALCO</td>
<td>• Communication support • UNWTO institutional participation • Proposal/guidance on speakers</td>
</tr>
<tr>
<td>16-17 Nov.</td>
<td>2023 Seoul Sustainable Tourism Conference</td>
<td>Affiliate Member: Seoul Tourism Organization (STO)</td>
<td>• Communication support • UNWTO institutional participation • Proposal/guidance on speakers</td>
</tr>
<tr>
<td>21-22 November</td>
<td>TIAC Canadian Tourism Congress</td>
<td>Affiliate Member: Tourism Industry Association of Canada</td>
<td>• Communication support • UNWTO institutional participation • Proposal/guidance on speakers</td>
</tr>
<tr>
<td>11-15 December</td>
<td>17th World Leisure Congress</td>
<td>Affiliate Member: World Leisure Organization</td>
<td>• Communication support • UNWTO institutional participation • Proposal/guidance on speakers</td>
</tr>
</tbody>
</table>
Annex III: List of publications with Affiliate Members involvement


In an effort to support tourism stakeholders accelerate climate action to ensure a responsible recovery from COVID-19 through a green transition, a global survey – the first of its kind – was undertaken during the months of June and August, 2021 to better understand the ongoing climate action efforts in the tourism sector.

The milestone survey was completed by 1,139 representatives from destinations, businesses (mainly accommodation and tour operators), and supporting organizations from 131 countries.

This report provides a summary of the findings and insights gathered from these respondents on the state of climate action planning, mitigation efforts, measurement of emissions, adaptation and engagement of stakeholders.

This report was led by the World Tourism Organization (UNWTO) and the Adventure Travel Trade Association (ATTA) also affiliated entity to UNWTO, and is released in collaboration with UN Climate Change (UNFCCC). A team of researchers from California State University, Monterey Bay, San Francisco State University, and Texas A&M University designed the survey and provided results and analysis along with Tourism Declares a Climate Emergency. The survey was implemented within the framework of the Sustainable Tourism Programme of the One Planet Network and in collaboration with UNFCCC.
Annex IV: Results of the Survey on the Programme of Work and Budget 2024-2025

At the beginning of 2023, for the first time in the history of the Organization, the survey with which UNWTO collects inputs from Member States for the elaboration of the UNWTO Programme of Work has been shared also among Affiliate Members, providing the opportunity to incorporate proposals and perspectives of the private sector. Through the survey, UNWTO was able to collect valuable inputs for the drafting of the PoW 2024-2025, by taking into consideration:

1. The priorities of Members States and Affiliate Members expressed in this survey
2. The changes currently affecting the tourism sector
3. The continuity of the current Work Programme in line with the Director-General's vision
4. The global agenda, and in particular the Sustainable Development Goals, and other relevant UN processes on sustainable development

Members of the Board of the Affiliate Members actively participated in the survey providing the crucial perspective of the private sector for the drafting of the UNWTO PoW. Said survey, was divided into two main parts, for which respondents were asked to elaborate on a series of open-ended questions.

For PART 1 of the survey, focused on the UNWTO Programme of Work and Budget for 2024-2025, the main results shared by Affiliate Members are the following:
When asked to identify the main challenges or threats for tourism development, with the same score, the top 3 challenges among AMs resulted:

1. **Sustainability** – How to guarantee and improve sustainable practices in the tourism industry?
2. **Improve Brand Image** – a common answer among DMOs, how to grow and excel in such a competitive market?
3. **Workforce shortage** – during Covid-19 many employees within the travel industry moved to other sectors or out of the labor market completely. Now that tourism is restarting, tourism entities will have to compete against other sectors to attract and train new talents
4. **Other** trending answers included: the post-pandemic crisis, Mass Tourism and how to manage tourist flow now that the sector is recovering, climate emergency, tourism education, and implementing digitalization in tourism
At the same time, when it comes to opportunities for tourism development in the upcoming years the Affiliate Members’ top answers were:

1. **Sustainable Tourism** – as the industry is restarting, many AMs are committed to taking advantage of the situation to reshape their business models and practices into a more sustainable manner.

2. **Destination and Tourism Management** – especially DMOs seemed to focus on ways to improve the customer experience – in terms of tourists staying in the destination – without damaging the routine and lifestyle of the locals.

3. **New Products** – Many AMs are on the look for new products to amplify their offer in terms of new experiences, new events, or to simply improve the current products by integrating them with innovative technologies.

4. **Other** recurring answers among AMs referred to: the reopening of the Asia Market after an extended period of strict lockdown regulations, tourism education to shape a new generation of tourism professionals, digitalization, and product diversification.
PART 2 of the survey focused on: The Future of Tourism (long-term vision: 10 years), and focused on ways for the Organization to better serve its Members in the sustainable development of the tourism industry for the upcoming decade.

For this part, all respondents confirmed that UNWTO is fit for purpose – in size, scope of work, and outreach- to respond to opportunities and challenges of tourism’s future.

100% YES

More in detail, the most common 3 desirable changes for making the Organization a better fit to support the future of tourism suggested by AMs were:

- **Enhance networking and collaboration among AMs** - Facilitating the partnership and networking among AMs by putting more emphasis on interconnectivity and enhancing collaboration via working groups
- **Clear communication about engagement opportunities for AMs** – quality rather than quality opportunities for engagement
- **Accelerate UNWTO’s internal decision-making process** – allowing for faster resolutions and better collaboration

1. **Enhance networking and collaboration among AMs**
2. **Clear communication about engagement opportunities for AMs**
3. **Accelerate UNWTO internal decision making process**
When asked to evaluate and rate UNWTO's effectiveness for the benefit of their area of action/business, the result indicates that all the respondents AMs agree that the UNWTO efforts had a positive effect on their respective areas of action/business, with 82% rating it as effective and 18% rating it as highly effective.

Additional comments by AMs included that:

- "UNWTO offers a chance to network and establish connections with other industries"
- "Offers direct access to information about trends in promoting AMs"
- "Helps creating a more sustainable and resilient tourism sector"
- "Recruitment of more members will provide value for the region (Middle East)"
- "UNWTO is the reference entity on a global scale and its action has a lot of reach"

The results of this survey helped collect valuable inputs from the UNWTO Affiliate Members that will be merged with the inputs from Member States for the drafting of the next UNWTO General Programme of Work for 2024-2025, which will set the objectives and priorities of the Organization and propose the areas of work, outcomes, products, and objectives necessary to achieve them.
Annex V: List of agreements signed between UNWTO and Affiliate Members

- **Memorandums of Understanding**
  - Memorandum of Understanding between the World Tourism Organization (UNWTO) and MSC Foundation, 22/02/2023
  - Memorandum of Understanding between the World Tourism Organization (UNWTO) and the European Historic Thermal Towns Association (EHTTA), 22/06/2022
  - Memorando de Entendimiento entre la Organización Mundial del Turismo (OMT) y AWP SA. Sucursal en España (Allianz Partners), 15/06/2022
  - Memorandum of Understanding between the World Tourism Organization (UNWTO) and Amadeus IT Group S.A (Amadeus), 05/05/2022
  - Cooperation Agreement between the World Tourism Organization (UNWTO) and the Bella Vista Institute of Higher Education Switzerland (Bella Vista), 11/05/2022

- **Co-edition agreements**
  - Co-edition Agreement between the World Tourism Organization (UNWTO) and the Adventure Travel Trade Association (ATTA) regarding the Publication of Baseline Report – Results of the Global Survey of Climate Action in Tourism 19/12/2022

- **Sponsorship agreements**
  - Acuerdo de Colaboración y Patrocinio entre la Organización Mundial del Turismo (OMT) y Wakalua Innovation Hub (Wakalua) para la organización de la Awake Tourism Challenge y patrocinio del Evento Final, 28/10/2022
  - Acuerdo de Colaboración y Patrocinio entre la Organización Mundial del Turismo (OMT) y Wakalua Innovation Hub (Wakalua) para la organización de la Awake Tourism Challenge y patrocinio del Evento Final, 05/08/2022
  - Sponsorship Agreement between the World Tourism Organization (UNWTO) and MSC Foundation for the Sponsorship of the Global Youth Tourism Summit (GYTS) - Sorrento, Italy, 27 June-3 July 2022, 08/06/2022
  - Sponsorship Agreement between the World Tourism Organization (UNWTO) and Hostelling International for the 2021 Global UNWTO Students League, 02/12/2021
• Partnership agreements
  ○ Amendment to the Agreement between the World Tourism Organization (UNWTO) and Lucerne University of Applied Sciences and Arts - Business School (HSLU) concerning the Creation of a Bachelor of Science in International Sustainable Tourism 01/06/2023
  ○ Partnership Agreement between the World Tourism Organization (UNWTO) and AVIAREPS AG (AVIAREPS) for AVIAREPS/UNWTO Digital Destination Marketing & Research Grants – Europe, 08/03/2023
  ○ Agreement between the World Tourism Organization (UNWTO) and Lucerne University of Applied Sciences and Arts - Business School (HSLU) concerning the Creation of a Bachelor of Science in International Sustainable Tourism 08/03/2023
  ○ Acuerdo entre la Organización Mundial del Turismo (OMT) y la Institución Ferial de Canarias (INFECAR) para la Celebración del UNWTO Tourism Tech Adventure (TTA) y un Reto de Innovación (Las Palmas, Canarias, 15-17 de marzo de 2023), 16/12/2022
  ○ Addendum to the Partnership Agreement between the World Tourism Organization (UNWTO) and IE University (IE) (Phase III), 26/07/2022
Annex VI: Main outcomes of the expansion strategy

Considering the existing imbalance in terms of regional distribution of the affiliate membership, a strategy prepared by the Secretariat to promote of a quality-oriented and geographically balanced expansion of the UNWTO Affiliate Membership, endorsed by the Committee on Matters Related to Affiliate Membership, was presented to the Executive Council at its 117th session.

The UNWTO Affiliate Members Department has launched new promotional initiatives and organized several meetings with private and public sectors representatives, focusing on regions with great tourism potential but underrepresented in terms of number of Affiliate Members, such as the Middle East, Asia, and Africa. The Organization's efforts aim at achieving a quality membership composed of trustworthy and active Members, fully committed to UNWTO's values and obligations.

As a result of the promotional campaign carried out, the UNWTO Affiliate Members Department has received approximately 143 new applications for Affiliate Membership in 2023, 51% 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 focus given to this region.

To ensure the quality of membership, a rigorous internal verification process is used to guarantee the eligibility of membership applications. Following the exhaustive verification process carried out on the information received and the check carried out by the State, approximately 30% of the applicants succeeded in carrying out the application procedure.

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<tr>
<th>TOTAL CANDIDATURES FOR THE AFFILIATE MEMBERSHIP RECEIVED IN 2023:</th>
<th>CANDIDATURES FOR THE MEMBERSHIP FROM UNDERREPRESENTED REGIONS:</th>
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<td>143</td>
<td>51%</td>
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</table>
• **40.7% of the newly admitted AMs are from the Middle East region**, a very high number considering that at the beginning of 2023, the region counted on only 5% of the total.

• Also, **7.4% of the AMs joining UNWTO last year were from Africa**, which only counted on the 4% prior to the expansion strategy.

• Moreover, the expansion strategy allowed to attract Affiliate Members from countries that previously had 0 Affiliate Members, in line with our objectives of “no UN countries without Affiliate Members”, such as:
  - Benin (Africa)
  - Tanzania (Africa)
  - Montenegro (Europe)
  - North Macedonia (Europe)
  - Oman (Middle East)
  - Qatar (Middle East)

**Considering the data from the previous Plenary Session, the evolution of the Affiliate Membership was positive, despite the challenging context.**

Since December 2021 to date, we have registered 88 new Affiliate Members. Among them, 40% were from countries of underrepresented regions:
Annex VII: Status of the UNWTO Affiliate Membership

The UNWTO Affiliate Members Department (AMD) fosters public-private cooperation in tourism and the synergies among Affiliate Members and Member States. Bringing together around 500 private companies, associations, educational institutions, and DMOs, the 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).

Regional Distribution of Affiliate Members

European: 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: 115  
26.6%  
Associations & NGOs: 111  
25.7%  
Destination management organizations (DMOs): 100  
23.1%  
For profit companies: 99  
22.9%  
Other: 7  
1.6%

Total: 432 Entities
## Country Distribution

### Africa
- South Africa: 4
- Angola: 2
- Côte d’Ivoire: 2
- Kenya: 2
- Ghana: 1
- Equatorial Guinea: 1
- Eswatini: 1
- Morocco: 1
- Nigeria: 1
- Uganda: 1

**Total: 16 Entities**

### Americas
- United States of America: 27
- Mexico: 16
- Colombia: 10
- Argentina: 8
- Peru: 7
- Canada: 5
- Brazil: 4
- Ecuador: 2
- Bolivia: 1
- Chile: 1
- Panama: 1
- Paraguay: 1
- Trinidad and Tobago: 1
- Uruguay: 1

**Total: 85 Entities**

### Asia & the Pacific
- Japan: 22
- China: 10
- Republic of Korea: 9
- India: 4
- Iran, Islamic Republic of: 4
- Malaysia: 4
- Thailand: 3
- Indonesia: 2
- Australia: 1
- Fiji: 1
- Maldives: 1
- Vietnam: 1

**Total: 62 Entities**

### Europe
- Spain: 100
- France: 15
- Portugal: 13
- Croatia: 13
- Italy: 10
- Switzerland: 10
- Belgium: 10
- Germany: 10
- Türkiye: 10
- United Kingdom: 10
- Greece: 8
- Netherlands: 8
- Austria: 7
- Hungary: 4
- Georgia: 3
- Azerbaijan: 2
- Kazakhstan: 2
- Russian Federation: 2
- Bulgaria: 1
- Czech Republic: 1
- Denmark: 1
- Estonia: 1
- Finland: 1
- Latvia: 1
- Malta: 1
- Moldova: 1
- North Macedonia: 1
- Poland: 1
- Romania: 1
- Serbia: 1
- Slovakia: 1
- Slovenia: 1
- Sweden: 1

**Total: 252 Entities**

### Middle East
- Saudi Arabia: 8
- Jordan: 3
- Bahrain: 3
- Egypt: 2
- United Arab Emirates: 1

**Total: 17 Entities**