UNWTO has seized the return of tourism from an unprecedented crisis as an opportunity to revitalise and transform the sector. The following long-term vision is a wide-reaching plan, built around clear and priorities, including key pillars and landmarks.

Introduction: UNWTO Navigating the Recovery and Beyond

The impact of the COVID-19 pandemic on global tourism was unprecedented and far-reaching. The tourism sector, a crucial driver of economies worldwide, was brought to a standstill as international borders closed, travel restrictions were imposed, and travellers’ confidence waned. The total loss in international tourism revenues is estimated at USD 2.6 trillion for the years 2020, 2021 and 2022. International tourism receipts (revenues excluding passenger transport fares) followed a similar trend, dropping from USD 1.5 trillion in 2019 to USD 0.6 trillion in 2020, a 63% decline. (UNWTO International Tourism Highlights, 2023 Edition – The Impact of COVID-19 on Tourism (2020–2022), 2023).

However, in a remarkable turnaround, the latest data from the UNWTO reveals a swift and robust recovery for the tourism sector as of September 2023. International tourism arrivals surged to 84% of pre-pandemic levels between January and July 2023, Middle East and Europe leading the way in terms of numbers. UNWTO’s Confidence Index point to a continued recovery with international tourism well on track to reach 80% to 95% of pre-pandemic levels in 2023. (UNWTO International Tourism Highlights, 2023 Edition – The Impact of COVID-19 on Tourism (2020–2022), 2023).

This swift resurgence of tourism demonstrates the resilience of tourism and presents a unique opportunity to rethink and transform the sector. Nevertheless, these successes have brought forth new challenges that require immediate and visionary action. The recovery of tourism, more than ever, calls for the alignment of the workforce with the industry’s evolving needs, the promotion of sustainable destinations, investment in infrastructure and technology, education, and a heightened focus on data driven decision making, legal frameworks and the green transition.

The long-term vision of the UNWTO Secretary-General is built from the results of a comprehensive global survey Findings on Members’ Priorities for the UNWTO Programme of Work (PoW) 2024-2025. The priorities outlined in the vision are a direct reflection of the challenges, opportunities, strengths, and weaknesses identified by respondents worldwide. Notably, the top priorities, as derived from the survey findings, are central to shaping the future of global tourism. They include a strong emphasis on innovation, education, branding and promoting destinations, product development and diversification, sustainability and climate action, investment in tourism infrastructure, and human capital development through training and skill development.

Moreover, within this context, it is crucial to underscore the pivotal role of innovation and technology as vehicles for achieving these goals. Additionally, we must highlight the significance of reforming the tourism legal policy framework and governance model to ensure that UNWTO’s strategies and actions
are aligned with the real-world needs and aspirations of the global tourism community. The UNWTO Secretary-General's vision is rooted in data-driven insights and strong governance, ensuring that the organization's strategies and actions reflect the evolving landscape of global tourism and foster its sustainable growth.

Against this backdrop, in this long-term vision document, we lay out a comprehensive strategy for the UNWTO Secretary-General, outlining seven key priorities alongside internal comprehensive reforms that will shape the future of global tourism: scaling up education, human capital development and skills, Boosting Investments, Innovation and digital transformation, Destination promotion through branding & positioning, the green transition and sustainability, Market trends & Data Driven Decision Making and new legal, institutional and governance frameworks.

1. Scaling up education, human capital development and skills: Empowering the Workforce of the Future (Investing in people)

The tourism sector plays a pivotal role in global employment, offering diverse opportunities across various skill levels and demographics. The tourism sector's growth is undeniable, but it's accompanied by a critical challenge—skills gaps, even in mature destinations. For example, in Europe, up to 25% of tourism workers possess low-level qualifications, making education and training essential for enhancing workforce skills and performance (European Commission, 2022).

Furthermore, it's important to recognize that the tourism industry possesses a distinctive potential to empower both women and young individuals. According to data from the UNWTO in 2019, women already constitute a substantial 54% of the workforce in this sector. This highlights not only the industry's capacity to provide employment opportunities but also its significant role in promoting gender equality and economic empowerment for women on a global scale.

However, there is a pressing concern regarding the skill level of the younger generation entering the workforce. Currently, around 50% of young people have only attained secondary-level skills. This statistic underscores the critical need for comprehensive education reform within the tourism sector. To address this issue, UNWTO must actively engage and initiate measures that span every stage of the educational journey, from primary education to advanced training programs. By doing so, the Organization can bridge the skills gap, equip young individuals with the knowledge and competencies required for meaningful employment in tourism, and thereby enhance the industry's overall sustainability and inclusivity.

Action Plan:

- **Curriculum Integration in high schools:** Partner with member states to integrate tourism education into secondary school curricula in at least half of its Member States. Encourage schools to offer courses and training programs that prepare students for careers in the tourism sector with visionary and committed leaders. Teachers and stakeholders must have not only a comprehensive understanding of the realities of their respective high school systems, but also an appreciation of what studying tourism can offer students.

- **Online Education:** Considering the trends of global education, UNWTO will continue to promote the Tourism Online Academy to scale up quality and affordable education. From managerial to vocational, programs will be created in order to assure a complete curricula with all the courses needed to be up-to-date while working in the tourism sector.

- **Global Certification:** Develop globally recognized certifications or programs for tourism professionals, ensuring uniform skill standards and improving employability in partnership with Member States and leading academic institutions.

- **Research and Data:** Support research on future workforce needs in the tourism sector and disseminate findings to help shape education and training programs.
• **Scale up the scholarship Program:** Establish a substantial scholarship program to enable underprivileged youth to access quality tourism education, thereby preparing and enabling a diversified workforce.

• **Human capital development:** In line with the shortage in human capital, tailored trainings and various capacity building programs shall be provided to industry stakeholders, the key to ensure high-level of competitiveness across all levels including vocational workforce training and management. UNWTO will also lead in the creation of joint programmes with leading academic institutions both On and Offline education opportunities, scaling up education initiatives with increased accessibility for all.

• **Investment in Education:** Recognizing the pivotal role of education in shaping the future of tourism, UNWTO will actively work to drive investment in educational initiatives in its member states.

• **International Academies in collaboration with UNWTO.** The Organization will strength its support to member states by helping on the promotion of the academies, sharing the expertise and create a global network that can help tourism curricula to be updated and more accurate to the global necessities of the sector.

• **UNWTO Technical Cooperation on the ground:** Introduce on-site training programs, curriculum development, and capacity building initiatives aimed at addressing the evolving needs of the industry by equipping individuals with the knowledge and skills required for meaningful employment and growth.

2. **Boosting Investment: Modernizing Investment Frameworks for Growth (Investing in Partnerships and Prosperity)**

Investment stands at the heart of UNWTO's transformative vision for the tourism sector. Without adequate and precisely targeted investments, its aspirations for a revitalized and sustainable tourism industry will remain unrealized. UNWTO recognizes that addressing the funding gaps is crucial to constructing a more resilient and inclusive sector that benefits everyone.

Between 2018 and 2022, foreign investors announced a total of 2,415 greenfield foreign direct investment (FDI) projects in the tourism cluster, reflecting a significant capital investment of USD 175.5 billion. These investments were pivotal in fostering growth and innovation within the sector. Notably, 66% of these greenfield projects were funnelled into the development of hotel infrastructure, indicating a traditional focus within the industry. To ensure the long-term sustainability of the tourism sector, diversification of investments is imperative to long-term sustainability. *(FDI Intelligence from the Financial Times in association with UNWTO (2023)).*

The need for diversification is further underscored by the fact that only 16% of the investments were directed towards technology and innovation initiatives aimed at modernizing the tourism landscape. An additional 9% supported ventures related to entertainment, bringing diversity to the sector's offerings *(FDI Intelligence in association with UNWTO 2023).* For lasting success, it is paramount that investments encompass education, technology integration, sustainable infrastructure development, and other subsectors along the tourism value chain. Such diversification will contribute to a tourism sector that is both resilient and multifaceted. *(FDI Intelligence from the Financial Times in association with UNWTO (2023)).*

On a different note, the tourism sector experienced a shift towards non-traditional investments in the form of venture capital (VC) funding. Over the past five years (2018-2023), venture capital contributed a substantial USD 48 billion to the industry. The year 2021 emerged as a pivotal moment, with investments during that year accounting for a remarkable 27.10% of the total VC funding between 2018 and 2022. This surge in investment was primarily attributed to the accelerated digital transformation driven by the pandemic, leading to a growth rate of 112% between 2020 and 2021. Notably, the subsectors that garnered the highest VC funding during this period were travel, capturing 39.85%, followed by hospitality at 24.99%, and air transportation, securing 10.02% of VC funding. These insights vividly
illustrate the evolving investment landscape in the tourism sector, marked by a growing emphasis on technology and innovation.

Furthermore, the service sector experienced remarkable growth, with the value of announced greenfield projects surging by 68% from 2021 to 2022. These projects now constitute a substantial 56% of the total value of greenfield projects in 2022. This data underscores the inherent appeal of the service sector for investments, reaffirming its significance to the tourism sector. Overall, the service sector of which tourism is a large part has experienced remarkable growth, with the value of announced greenfield projects increasing by 68% from 2021 to 2022. As of 2022, these projects represent 56% of the total value of greenfield projects, underscoring the appeal of the service sector for investments, and in particular, the relevance to the tourism sector. *(fDi Intelligence from the Financial Times in association with UNWTO (2023)).*

**Action Plan:**

- **Investment Frameworks:** UNWTO will collaborate with its member states to drive a new and updated investment framework. The focus will shift from traditional incentives to investments in critical areas such as human capital, technology, youth empowerment, and green initiatives. This modernization of investment policies is essential to align the tourism sector with evolving global trends. Additionally, UNWTO will actively promote the modernization of investment frameworks adopted by member states. Currently, these frameworks often lean heavily on tax incentives. UNWTO believes that these frameworks should be restructured to prioritize investments in youth, technology, and sustainability, with the added potential to broaden the policy mix going beyond tax incentives.

  UNWTO Doing Business-Investment Guidelines will serve as a reference to promote an added value proposition and open new doors between the private sector and our member states.

- **Public-Private Partnerships:** The scaled up proactive facilitation of public-private partnerships is central to the Organization’s work across all policy areas. These partnerships aim to foster diverse investments in the tourism sector, encouraging venture capital support for innovative projects that may have previously been overlooked. Collaboration between public and private entities will be a cornerstone of this approach. Furthermore, UNWTO will bridge the gap between the public and private sectors to increase venture capital support for the tourism sector, trebling its current share of 2% to a more substantial 5-7%. With 60% of investments concentrated in hotels, UNWTO advocates for diversification, and directing funds toward education, emerging destinations, and other subsectors along the tourism value chain.

- **Diversification on Investments Promotion:** Recognizing the significance of diversification, UNWTO will advocate for and promote investments in various facets of the tourism sector. These investments will encompass education, technology integration, sustainable infrastructure development, and other subsectors along the tourism value chain. Diversification will contribute to a resilient and multifaceted tourism industry.

- **Capacity Building Initiatives:** Producing reports on investment opportunities and conducting training sessions and well as organizing local regional and international investment for a with the goal of sharing knowledge. These efforts are designed to enhance the skills and knowledge of stakeholders in the tourism sector, making them better equipped to navigate the evolving investment landscape.

- **Grow Investments for Green Tourism:** Climate action plans and sustainable goals will not get off the ground without the right investments. This is especially true for developing economies, where a lack of financing hinders the ability to advance sustainability efforts. UNWTO has made investment for the green transition a priority. World Tourism Day 2023, was held around the theme of Tourism and Green Investments, bringing a record 45 Ministers of Tourism and business leaders together to identify solutions to the investment gap where people, planet and prosperity must be in the new investment promotion framework of the sector.
UNWTO Technical Cooperation on the Ground: UNWTO will enhance the tailor-made opportunities for destinations being provided through its Technical Cooperation on the Ground initiative offering targeted training and activities such as the creation of new foreign direct investment strategies on-site to meet the global challenges and demands facing the tourism sector. These opportunities will help destinations attract and effectively channel investments to better target tourism development objectives.

3. Innovation and digital transformation: Fostering a Start-Up Ecosystem & Harnessing Digitalization and New Technologies (Investing in People and Prosperity)

Digital transformation is no longer an option but a cross-cutting necessity for the tourism sector. It plays a pivotal role in its modernization, enhancing customer service, and ensuring sustainability.

Harnessing emerging technologies in tourism is paramount to align with the Sustainable Development Goals as these technologies can empower the tourism sector to operate more efficiently and contribute to the well-being of travellers. Fostering innovation will help to enable personalized experiences, generate efficiency gains in customer service, and advance data-driven decision-making. All of this contributes to a more modern, tech driven, inclusive, resilient, and sustainable tourism sector.

By promoting the responsible adoption by tourism of artificial intelligence, big data, augmented reality, virtual reality, and other deep technologies, UNWTO can advance its mission of harnessing technology for the betterment of humanity, while also promoting economic growth, social equality, and environmental leadership. Within the tourism sector and at the heart of this transformation lies the need for a robust and dynamic start-up ecosystem.

Tourism only represents 5% of the unicorns (startups valued in more than USD1 billion) belonging to the global tech ecosystem, while over USD48 billion venture capital was invested in tourism startups (Crunchbase Report 2022-2023). This explains the need to help emerging companies to grow. Part of UNWTO’s mandate is to help member states to create, connect or scale up the tourism startup ecosystem by bringing together: startups, venture capital investors, corporates, academia, accelerators, incubators, and institutions to align global tourism innovation efforts.

Action Plan:

• **Global Startup competitions and regional challenges to make the innovation ecosystem more robust:** Recognizing that sustainable growth requires a long-term commitment, UNWTO will provide tailored support for the development of local, national, regional, and global start-up ecosystems. This implies capacity building, knowledge sharing, and the creation of collaborative networks. By nurturing these ecosystems, UNWTO will ensure that innovation remains a driving force in the tourism industry for years to come.

• **Pilot Projects between startups and member states:** To drive the adoption of digitalization, artificial intelligence, and other emerging technologies in tourism, UNWTO will extend its support to member states to pilot new projects with startup finalists of the innovation competitions and challenges. These will serve as testbeds for cutting-edge technologies, demonstrating their potential to revolutionize the sector. UNWTO’s active support ensures alignment with global best practices and sustainability standards, further contributing to the sector’s modernization.

• **UNWTO Digital Futures for SME’s:** About 80% of tourism businesses are micro, small, and medium size enterprises (SMEs). One of the biggest challenges in terms of digitalization is assuring that digital transformation reaches all companies of the sector. According to the latest UNWTO Digital Futures report, 50% of SME’s taking the assessment, invest less than USD5,000 in their digital strategy. Implementing this programme on the ground, with the
support of different technology companies and member states, will help to align efforts and assure that tech can be used for good in all tourism subsectors.

- **On the Ground - UNWTO Technical Cooperation:** UNWTO will take proactive steps to establish local training acceleration and incubation programmes tailored specifically for nurturing sourced tourism-related start-ups. These will serve as the launchpad for innovative ventures, providing them with critical mentorship, access to funding, and essential resources meeting the local demands. By supporting these emerging businesses, UNWTO will create a fertile environment for novel ideas to flourish, setting the stage for ground-breaking innovations within the tourism sector.

4. **Destination Promotion, Positioning & Product Development: Developing Rural Tourism (Investing in People & Prosperity)**

In a hyper-connected world, effective destination promotion and positioning are pivotal to thriving across the diverse global tourism landscape and changing consumer trends and habits, with growing awareness regarding their economic, social and environmental footprint. UNWTO acknowledges that successful promotion goes beyond marketing; it involves strategically positioning destinations to attract visitors, boost local economies, and preserve cultural and environmental heritage. This priority underscores the importance of elevating destination marketing to a holistic strategy that encompasses sustainable growth and community empowerment.

**Action Plan:**

- **Strategic Destination Branding:** UNWTO will collaborate with member states to develop and implement destination branding strategies. These strategies will not only highlight the unique attractions of each destination but also emphasize sustainability, cultural preservation, and community engagement. Effective branding will position destinations as responsible and attractive choices for travellers.

- **Product Development:** UNWTO will expand its efforts in product development, emphasizing rural and sustainable tourism initiatives. Building on its successful **Best Tourism Villages initiative**, UNWTO will continue to identify, support, and showcase villages and communities that excel in sustainable tourism practices through a multifaceted approach which empowers local communities to become the drivers of innovation, transforming rural and their rich cultural features into vibrant, and environmentally responsible tourism hubs. By nurturing these destinations, UNWTO will contribute to the creation of unique, culturally rich, and environmentally responsible tourism experiences.

- **Digital Marketing and Online Presence:** In recognition of the digital age, UNWTO will work with destinations to enhance their online presence and digital marketing capabilities. This includes leveraging social media, content marketing, and online travel platforms to reach a wider audience and engage with travellers in a meaningful way.

- **Community Involvement:** To ensure that local communities benefit from tourism, UNWTO will promote grass-roots involvement in destination promotion efforts. This will include initiatives to train and empower residents to become advocates for their destinations and active participants in the tourism value chain.

- **Sustainable Tourism Practices:** UNWTO will emphasize the importance of sustainable tourism practices in destination promotion. By integrating sustainability into marketing materials and strategies, destinations can attract conscientious travellers and contribute to the long-term well-being of their communities.

- **UNWTO Technical Cooperation on the Ground:** expert support could be provided to assess destinations’ strengths, weaknesses, and opportunities, offering tailored strategies for branding and positioning. This initiative aims to enhance destinations’ attractiveness and
competitiveness, aligning with UNWTO's commitment to long-term tourism as a strong economic sector.

5. Sustainability and the Green Transition: Climate Action and Beyond (Investing in the planet)

Tourism's recovery from the impacts of the pandemic comes as the climate crisis reaches boiling point. The sector is highly vulnerable to climate change impacts, while at the same time, tourism activities contribute to greenhouse gas emissions. According to UNWTO/ITF research, released December 2019 at UNFCCC COP25, CO2 emissions from tourism are forecast to increase by 25% by 2030 from 2016 levels, against the current ambition scenario. Therefore, the need to scale up climate action in tourism remains urgent as emissions could rapidly rebound once operations restart and, ultimately, the cost of inaction with regards to climate will be in the long run larger than the cost of any other crisis. (UNWTO (2019) Transport-related CO2 Emissions of the Tourism Sector – Modelling Results).

UNWTO is committed to accelerate progress towards low carbon tourism development and the contribution of the sector to international climate goals, in line with the recommendations of the One Planet Vision for a Responsible Recovery of the Tourism Sector from COVID-19.

Action Plan:

• **Commit to a Net-Zero Tourism**: UNWTO must lead the entire tourism sector on the path to a Net-Zero sector. The Glasgow Declaration on Climate Action in Tourism represents the most ambitious plan for the sector. It urges a pro-active approach to fulfilling the sector’s climate responsibilities and emphasises transparency and accountability. Since its launch at COP26 in Glasgow in 2021, it has welcomed more than 800 signatories, drawn from business, civil society and destinations. UNWTO will continue to expand the size and diversity of signatories and ensure all fulfil their commitments and comply with their reporting obligations.

• **Climate Advocacy**: As the global leader of tourism and as part of the United Nations, UNWTO must leverage its position to advocate for climate action progress and sustainability practices at every level of the tourism sector. Alongside flagship initiatives like the Glasgow Declaration, the Organization must consistently encourage Member States and tourism organizations to commit to climate-friendly practices and engage the tourism sector in carbon removal.

• **Destination-Level Advocacy**: Recognizing the varied abilities of individual destinations to advance the green transition of tourism, UNWTO priorities localised approaches to sustainability. The International Network of Sustainable Tourism Observatories (INSTO) continues to grow, empowering destinations with the ability to better measure and manage their local or regional sectors.

• **Sustainable Practices**: Promote sustainable practices that reduce the carbon footprint of tourism activities, from eco-friendly accommodations to responsible travel, accelerating the decarbonization of tourism operations. In this regard, UNWTO must lead by example. Already, emissions from personnel travel funded by the Organization are fully offset.

• **Measurement and Reporting**: Strengthen the measurement and disclosure of CO2 emissions in tourism and communicate the impact of tourism on the environment, fostering awareness and responsibility among travellers and industry stakeholders.

• **Provide an internationally agreed statistical framework to measure the impacts and dependencies of tourism on the economy, society, and the environment through the Statistical Framework for Measuring the Sustainability of Tourism (SF-MST). The Organization will also work with expert focal points from its Members to promote its Policy Guidance to Support Climate Action from National Tourism Authorities, to be presented at COP28.**

**UNWTO Technical Cooperation on the Ground**: UNWTO will take proactive steps to establish on-site training programs tailored specifically for destinations to address global challenges and demands facing the tourism sector in terms of climate actions and adaptation strategies, environmental protection, biodiversity conservation and sustainability.

In today's rapidly evolving, ever competitive, tourism landscape, data-driven decision making and staying attuned to market trends are paramount. The ability to collect, analyse, and act upon relevant data is a game-changer for the tourism sector. It not only enhances customer experiences but also ensures the sector's sustainability. Market trends often reflect changing consumer behaviours, preferences, and emerging patterns. It is crucial that the tourism sector anticipates new developments to better adapt and be able to respond effectively.

- **Data Collection and Analysis**: UNWTO will work closely with member states to establish comprehensive data collection and analysis mechanisms. This will encompass not only traditional data but also emerging sources such as social media sentiment analysis, mobility data, and advanced analytics. By harnessing the power of big data and predictive analytics, UNWTO will enable tourism stakeholders to significantly improve their informed decisions and tailor their offerings to meet evolving market demands.

- **Data-Driven Decision-Making**: UNWTO recognizes the pivotal role of advanced data analytics and technology-driven solutions in shaping the future of tourism. To this end, we will eagerly promote data-driven decision-making throughout the tourism value chain. By harnessing the power of data, tourism stakeholders can make informed choices, measure impact accurately, and continuously enhance the quality of services. UNWTO's advocacy for data-driven approaches underscores its commitment to driving innovation in tourism, positioning the industry on the cutting edge of technological advancement.

- **Market Research and Insights**: UNWTO will conduct and facilitate market research on a global scale to identify emerging trends, consumer preferences, and market opportunities. By disseminating these insights, UNWTO will empower tourism businesses to align their strategies with market dynamics, fostering a culture of innovation and adaptability.

- **Data Sharing and Collaboration**: UNWTO will actively promote data sharing and collaboration among member states, industry stakeholders, and international organizations. By facilitating the exchange of data and best practices, UNWTO will create a global knowledge-sharing ecosystem that benefits the entire tourism community.

- **UNWTO Technical Cooperation on the Ground**: assistance with tailor made initiatives aiming to empower destinations and tourism stakeholders with the essential tools and knowledge needed for effective data-driven decision making in the modern tourism landscape involving on-site training programs, capacity building, and the creation of tourism dashboards.

7. Legal Frameworks, Governance and business models (Investing in Institutional Frameworks):

According to the survey, a majority of UNWTO member states are currently in the process of rethinking and revising their existing legal frameworks to transform the sector and ensure its resilience to address any future crisis. Tourism law can be a powerful tool to help addressing the challenges of the tourism sector such as climate change, digital transformation, investments, and the protection of tourists as consumers. The crisis has revealed the fragmentation of tourism law and the need of Governments to cooperate and develop joint solutions to the common problems of the tourism sector. Further, the engagement of the private sector and all tourism stakeholders in the development of tourism legal frameworks is more crucial than ever to ensure that tourism law distributes responsibilities in a fair manner and does not impose any unnecessary burdens.

Moreover, following the pandemic and in the wake of recovery, and due to increased competition and consumer behaviour changes, new business models have emerged. Consequently, governance schemes on national, regional, and local levels must be carefully analysed to ensure the long-term success of public and private partnerships for a seamless unified response and action.
Key developments are as follows:

- **International Code for the Protection of Tourists:** To harmonize some minimum international standards and provide sufficient guarantees to international tourists in the post-COVID19 scenario, including regarding the assistance to tourists in emergency situations.

- **Establishment of the first Tourism Law Observatory for Latin America and the Caribbean in collaboration with the Interamerican Development Bank:** The main objective of the Observatory is to establish itself as a regional digital tool for Latin America and the Caribbean which, in a continuous and systematic manner, allows obtaining, organizing, analyzing, updating and disseminating tourist regulations already in place and in the process of development, resorting to a network of academic collaborators who will be part of the project (universities, institutes, academic experts and researchers). This will allow for the elaboration of comparative law studies, publications on topics of special interest, recommendations on the development or improvement of tourism legislation, organization of dedicated training and webinars, and assist member states in the development or improvement of tourism law with a view to contribute to a progressive harmonization of legal frameworks across the region.

**Internal actions – driving change from the inside (Investing in UNWTO):**

To lead this change, UNWTO is undergoing changes to Governance, Services, and Management, to continuously modernize the Organization and improve its effectiveness and its capacity to deliver to services to Members. By undertaking a number of reforms, UNWTO can adjust to the desired changes and precisely meet the Members’ views on how they see the value of the Organization in terms of outputs (survey results), with a focus on education, investment and internal actions to drive external change.

- **A Member and mission driven Organization:** Increasing the engagement of Members by strengthening the role and involvement of the different subsidiary organs of the General Assembly (in particular, the Regional Commissions) and the Executive Council (the Programme and Budget Committee and the technical committees) in the development and implementation of the programme of work and in shaping its priorities to better support the tourism industry.

- **A result-oriented Organization:** Improving workflows and internal coordination to better deliver to Members and measuring performance through key performance indicators. On the other hand, with the decentralization approach of the organization with the establishment of new regional and thematic offices, we will ensure effective coordination and a more impactful journey to serve on member states requirements.

- **Sustainability:** Environmental sustainability is at the heart of our long-term vision. We have harnessed technology to enhance electronic systems and implemented a cutting-edge Human Capital Management (HCM) system, focused on all areas of human resources. This system promotes efficiency and sustainable practices, aligning with our commitment to a greener future. This is another step forward in implementing a comprehensive ERP system with simplified and streamlined business processes and progressively achieving a zero paper Organization.

- **Internal Innovation:** To harness the full potential of emerging technologies, the organization is fostering a culture of innovation. Cross-functional teams are being formed within UNWTO to facilitate collaboration and the exchange of fresh ideas. The utilization of the United Nations Toolkit and the integration of new technologies into our systems and decision-making processes are at the forefront of our innovation strategy. This empowers the Organization to adapt swiftly to industry advancements and maintain its position as a leader in global tourism development.

- **Flexible Working Arrangements:** Acknowledging the evolving work landscape, we have embraced progressive telecommuting policies and improved parental leave benefits. These
enhancements empower our personnel to achieve an optimal work-life balance, nurturing employee morale and productivity.

- **Gender Equality and Empowerment of Women:** UNWTO is unwavering in its pursuit of gender equality and transparency. We have achieved remarkable strides in improving gender parity across all organizational levels. Transparency initiatives ensure fair compensation and opportunities, creating an inclusive culture.

- **Health and Well-being:** Prioritizing the well-being of our personnel, we have introduced comprehensive health and well-being services. Our personnel have access to resources nurturing their physical and mental health. Additionally, we provide essential psychosocial support, ensuring our members of personnel feel valued and supported through the provision of appropriate tools.

- **Talent Acquisition:** In the dynamic tourism sector, attracting and retaining top talent is imperative. We have overhauled our recruitment procedures and improved working conditions to attract the industry's best. By offering an inspiring work environment and development opportunities, we secure our position as an employer of choice.

**Measuring Progress and Accountability**

The long-term vision is anchored in UNWTO's strengthened commitment to accountability and sustainability at every level. The Organization is committed to reporting progress around all key priorities.

Updates will be provided to Members of the UNWTO Executive Council and progress will also be reported directly to Members and to the wider tourism sector through UNWTO's communications channels.

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