



ORGANISATION MONDIALE DU TOURISME  
WORLD TOURISM ORGANIZATION  
ORGANIZACION MUNDIAL DEL TURISMO  
ВСЕМИРНАЯ ТУРИСТСКАЯ ОРГАНИЗАЦИЯ  
منظمة السياحة العالمية

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MINUTES OF THE FIFTY-SECOND MEETING  
OF THE UNWTO COMMISSION FOR THE AMERICAS

AND

CONCLUSIONS OF THE TECHNICAL SEMINAR  
ON TOURISM INVESTMENTS IN THE AMERICAS

**Asuncion, Paraguay, 17-18 May 2011**

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## MINUTES OF THE FIFTY-SECOND MEETING OF THE UNWTO

### COMMISSION FOR THE AMERICAS

On 17 May 2011, the Regional Commission for the Americas held its fifty-second meeting in the city of Asunción, Paraguay, under the chairmanship of the Minister of Tourism of Venezuela, H.E. Alejandro Fleming. The meeting was attended by representatives of the following Member States of the Commission: Argentina, Bolivia, Brazil, Colombia, Costa Rica, Cuba, Chile, Ecuador, El Salvador, Guatemala, Jamaica, Mexico, Panama, Paraguay, Peru, Uruguay and Venezuela plus Spain as observer and twelve Affiliate Members: (see detailed list of participants in Annex 1), also present as guest observers were representatives of the OAS and of the Turks and Caicos Islands.

The meeting began with the approval of the following Agenda:

1. Adoption of the agenda
2. Communication of the Chairman (**Venezuela**)
3. Preliminary remarks of the Secretary-General
4. Tourism in the Americas. Results, trends and activities carried out in 2010
5. UNWTO Programme of Work in the Americas 2011
  - a) Progress report on ST-EP and MDG-F projects
  - b) Progress report on the PLATMA project
  - c) Ulysses Prize and Awards
  - d) Presentation of the UNWTO Technical Products Portfolio
  - e) Other matters
6. Results of the survey on priority areas of the General Programme of Work 2012-2013
7. Global Code of Ethics for Tourism
  - a) Progress report on the application of the Global Code of Ethics for Tourism
  - b) Election of one Member of the region to the World Committee on Tourism Ethics
8. Preparations for the nineteenth session of the General Assembly
9. Place and dates of the fifty-third Meeting of the Regional Commission for the Americas

## **2. Communication of the Chairman of the Commission**

In his communication as Chairman of the Commission, the Minister of Tourism of Venezuela expressed gratitude, on behalf of all the participants, for the hospitality of the authorities of Paraguay and congratulated the Minister of Tourism of Paraguay on the commemoration of the Bicentennial of her country. In his message, he highlighted the social policies for tourism implemented by his government, and underlined the importance of tourism as a crucial tool for reinforcing development aside from being a valuable instrument in the fight against inequality and the fight against poverty.

## **3. Preliminary remarks of the Secretary-General**

[\(Document CAM/52/3\)](#)

The preliminary remarks of the Secretary-General focused mainly on the following points:

1. International tourism in 2010 and the outlook for 2011
2. The mainstreaming of tourism in the global agenda: the *Global Leaders for Tourism* campaign
3. The execution of the programme of work 2010-2011
4. The report on the financial situation of the UNWTO in 2010-2011
5. The restructuring of the UNWTO Secretariat

The Secretary-General said that 2010 was a good year for world tourism, which demonstrated its capacity for recovery in the face of the crisis, posting 7% growth in international arrivals with respect to 2009. He also stated that growth of 4.5% at the world level is expected in the first half of 2011 despite the events in the Middle East and Japan.

As for the region, he pointed out that the recovery was made possible thanks to the increase in tourism in the countries, driven by faster growth of the economies of the emerging countries, which outpaced that of the industrialized countries. The aforementioned recovery was influenced by three important factors: the recovery of the U.S. and Canadian economies, the vitality of the economies of South America and the capacity of the countries to jointly generate multi-destination tourism packages for third markets.

He mentioned that there were still pending challenges as a result of the crisis, among which he underlined the loss of employment at the global level whose recovery is not expected before 2015. Another important challenge is constituted by the austerity measures imposed by many countries and the imposition of new levies and taxes on tourism.

Subsequently he mentioned the importance of raising the awareness of leaders regarding the importance of tourism and that since February 2010 he had met with eighteen (18) heads of state and of government bringing the message of the importance of tourism in the form of a letter that will form part of the "Golden Book", a joint initiative with the World Travel and Tourism Council (WTTC).

He mentioned that currently work is being done for the inclusion of tourism as an item on the agenda of the G-20 and reported that the T-20 ad hoc group which will once again meet next October in France.

As for the execution of the Programme of Work for the biennium 2010-2011, he pointed out that the UNWTO carries out 1.6 activities per week around the world, among which he mentioned World Tourism Day in China, the 7th Forum for Parliamentarians and Local Authorities held in Puerto Vallarta, Mexico, in November 2010 and the side event on Tourism and Climate Change in the context of COP16 in Cancun in December 2010.

He invited those present to join the forthcoming United Nations Summit on Sustainable Development "Rio + 20" which will be held in the eponymous city on 4-6 June 2012 and reported on the establishment of the UNWTO Knowledge Network, inviting the countries to join it.

He informed that work was being done to prepare the "Tourism 2030" report that will be presented on the occasion of the next General Assembly in the Republic of Korea in October 2011.

He discussed the financial situation of the UNWTO, which he described as solid. He highlighted the contingency fund that had been created and said that if the estimates are borne out, it would be possible to consider the funding of additional priorities in the second half of the year. He mentioned the creation of a new programme aimed at seeking additional funding sources that would allow the UNWTO to augment its reach and the services it provides without increasing the regular budget.

Lastly, he reported on the finalization of the restructuring of the UNWTO Secretariat and added that this aspect and other strategic matters are explained in the White Paper whose final draft will be presented at the General Assembly in the Republic of Korea.

The delegate of Costa Rica expressed thanks for the Secretary-General's exposition and highlighted two points: the need for an in-depth study on the repercussions of the crisis, as well as the desirability of continuing to make progress in the area of consumer protection norms.

#### **4. The situation of tourism in the Americas**

(Document CAM/52/4)

Regarding the situation of tourism in the Americas, the Regional Director for the Americas gave a presentation with the results of 2010 and future trends (click [here](#) to see the presentation).

As for the activities carried out by the Regional Programme, the Regional Director presented a report in which activities were grouped into two blocks:

I. Participation in events:

- a. Seminar on Corporate Social Responsibility of Grupo LAN where the group's admission as an Affiliate Member of the UNWTO was celebrated – September, Santiago, Chile.
- b. Participation in the International Tourism Congress on “Tourism's Economic and Social Contribution to the Development of Nations” – September, Buenos Aires, Argentina.
- c. Participation in the XV National Tourism Congress – October, San José, Costa Rica.
- d. Participation in the X Iberoamerican Tourism Conference – October, Córdoba, Argentina.
- e. Technical support provided to SITCA on the SID (Research and Development System), October, Antigua, Guatemala.

II. Organization of events in the region:

- f. Regional Workshop on Risk and Crisis Management in the Tourism Sector (September 2010, Brasilia, Brazil) – Bilateral meetings with authorities of the ministry of tourism, with the Brazilian Cooperation Agency and with the representation of the IDB in Brazil.
- g. 7th Forum for Parliamentarians and Local Authorities (16-17 November 2010, Puerto Vallarta, Mexico). Participation in the Closing Ceremony of the Third World Conference of the Union of Cities and Local Governments (18 November 2010, Mexico City) and in the First Annual UNWTO.Tedqual Americas Meeting (19 November 2010).
- h. Participation in the 16th Conference of the Parties to the United Nations Framework Convention on Climate Change" (COP 16) and organization of a side event on tourism (December 2010, Cancun, Mexico).
- i. Tourism in the media: The UNWTO was invited to give two training seminars on tourism in the media; the first was in the context of the Central American Tourism Fair in Antigua, Guatemala, in October 2010, at which a visit was included to a ST-EP project and other community-based tourism projects as well as a press trip for international journalists, and the second was in Santo Domingo, Dominican Republic.
- j. As for the activities of the Themis Foundation in the region, the Regional Director mentioned the two courses that the Foundation has been carrying out regularly in Argentina (Tourism Planning and Management), its course in Mexico (Sustainable Tourism Development) and the participation of volunteers in five development assistance projects in Minas Gerais and in two development assistance projects in Nicaragua and Guatemala.

## **5. Execution of the UNWTO Programme of Work in the Americas 2011**

### a) Progress report on ST-EP and MDG-F projects [\(Document CAM/52/5\(a\)\)](#)

The Regional Director for the Americas presented this document, dividing it between ST-EP and MDG-F projects. Regarding the ST-EP projects he pointed out that, to date, a total of 150 pilot projects could be identified, of which 95 were approved for implementation and 29 are located in the region, representing 31% of the total.

The document also summarizes the projects that the UNWTO is managing in Latin America and that contribute to the achievement of the Millennium Development Goals. The UNWTO has committed resources and efforts of its own as well as of partners to carry out these projects.

### b) Progress report on the PLATMA project [\(Document CAM/52/5\(b\)\)](#)

The Executive Director for External Relations and Partnerships of the World Tourism Organization informed the Members of the Commission about the Work Plan of PLATMA for 2011 which includes five major areas of activity: dynamization of the community, improvement of content, development of new applications and maintenance, marketing activities (especially in social networks) and follow-up, analysis and reports.

He also reported that a triennial strategic plan is being prepared in order to position PLATMA as a global point of reference for public-private cooperation.

### c) Ulysses Prize and Awards [\(Document CAM/52/5\(c\)\)](#)

The Regional Director for the Americas informed the members of the Commission regarding the Ulysses Prize and Awards, which reward initiatives and projects that have made a significant contribution to the development of tourism through innovation, in line with the Millennium Development Goals. There are awards in three categories: Innovation in Governance; Innovation in enterprises and innovation in non-governmental organizations.

The awardees in the Americas region are the following:

- Innovation in the field of governance: The development of the Ruta Moche as a tourism destination – Ministry of External Trade and Tourism of Peru.
- Innovation in enterprises: The Mayakoba tourism complex, a sustainable and responsible tourism development – OHL Desarrollos México.
- Innovation in non-governmental institutions: The Accessible Road, guided visits for persons with disabilities – Kéroul Canada.

- Special Jury Prize: Uruguay Natural.tv – Ministry of Tourism and Sports of Uruguay.

The prizes will be awarded on the occasion of the "Tourism and Science, Bridging Theory and Practice" Forum in Vilamoura, Portugal, 1 to 3 June 2011.

d) Presentation of the UNWTO Technical Products Portfolio  
(Document CAM/52/5(d))

The presentation of this item of the Agenda was carried out by the Executive Director for External Relations and Partnerships who reported that this new tool of the Organization brings together all the areas handled by the Technical Assistance Programme. The services provided by the Programme are grouped in a homogeneous manner but the products are designed in a flexible way so as to be adapted to the needs and requirements of each country.

The presentation of the Portfolio can be accessed by clicking [here](#)

e) Other matters

The Regional Director for the Americas gave a presentation on the different activities being carried out in the UNWTO and in the region:

- Regarding the UNWTO Knowledge Network he said that it is a special programme under the direct leadership of the Secretary-General. Its function is to create and manage a worldwide association of *Tourism Think Tanks* (TTTs), UNWTO Strategic Knowledge Centres and UNWTO Knowledge Institutions for the development of research and knowledge management standards relative to tourism analysis, policies and governance.
- National and regional TTTs and the UNWTO Strategic and Institutional Knowledge Centres, grouped together in the UNWTO Knowledge Network, serve the Organization and its Member States in all matters related to technical advice and decision-making in the areas of sustainability and climate change, innovation in products and procedures, competitiveness and excellence in the governance of tourism.
- The Executive Director took the floor to talk about the Initiative. (*Hotel Energy Solutions*) a programme designed to provide information and free technical support with the objective of increasing the potential savings by SME hotels through the efficient use of energy and renewable-energy technologies.

- He also discussed the document "Tourism 2030" (under preparation) which will present the long-term (quantitative) trends and key issues (qualitative) both present and future, and whose aim is to assist members in the design of long-term strategic plans, provide a global reference source regarding the future development of tourism and to serve as a basis for the strategic documents of the UNWTO.
- The Regional Director subsequently took the floor to talk about InRouTe. (acronym of *International Network on Regional Economics, Mobility and Tourism*), a non-profit association that advises the UNWTO and whose objective consists in providing guidelines to institutions related with local/regional destinations with the goal of implementing a plan for the measurement and (economic) analysis of tourism needed in order to design effective tourism policy.
- He informed the countries of the Commission about the Organization's new publications: Cruise Tourism: Current Situation and Trends; Budgets of National Tourism Administrations, 2008-2009; Demographic Change and Tourism; Joining Forces: Collaborative Processes for Sustainable and Competitive Tourism; Manual on Tourism and Poverty Alleviation; Tourism and Biodiversity; Tourism and Migration; etc.

He went on to talk about the Technical Seminar on Tourism Investments in the Americas organized as part of the meeting of the Regional Commission and explained that it was an activity structured into two phases: a first part, more conceptual and theoretical, to be held during the afternoon and the following day in the context of the meeting, and a more practically oriented part with professional meetings scheduled in the context of FITUR 2012 in Madrid. He then gave the floor to the Director of FITUR, a UNWTO Affiliate Member, who urged the participants to take full advantage of all the activities held during FITUR and said that after the completion of the Technical Seminar of Tourism Investments in the Americas, the format of the meetings scheduled for FITUR as a continuation of the seminar would be explained in greater detail.

The Regional Director underlined the activities aimed at attracting new members in the region, such as the cases of Belize, the United States or the independent states of the Caribbean.

Information was also provided on the negotiations held with the Organization of Americas States (OAS), which culminated with the signing of a cooperation agreement between the OAS and the UNWTO in the field of tourism. The representative of the OAS invited the UNWTO Secretary-General to endorse the cooperation agreement, previously signed by the Secretary-General of the OAS, whose objectives are to strengthen cooperation, information exchange, and joint work between the two organizations, in activities such as advising on matters of common interest and the capacity building of the Member States of the OAS.

The representative of Affiliate Member Amadeus then took the floor and presented, within the framework of Corporate Social Responsibility, the project for technological support to small hotels in Brazil, through the institution Marca Brasil.



Lastly, the Minister of Tourism of Paraguay invited all those present to participate in the forthcoming edition of the International Tourism Fair of Paraguay to be held on 5 and 6 November 2011 in Asunción.

In the round of statements by the countries, the delegate from Costa Rica congratulated the Secretary-General on the initiative of the UNWTO Knowledge Network and expressed his interest in forming part of it. Regarding the Tourism 2030 report, he pointed out that a study should be carried out to determine why the principal generating markets always maintain the same destinations, and that it would be important to be able to have a strategy to attract these flows to the Americas. He also suggested that the UNWTO continue examining the repercussions on tourism of the recent financial crisis and the effects produced in the banking restrictions and the new exit taxes that some countries are applying.

The delegate of Jamaica congratulated the representatives of the UNWTO on the work done and discussed the problems of air connectivity in the region, which hurt many tourism destinations, especially island destinations as is the case of Jamaica and called for the creation of alliances in order to prevent airfare problems. He underlined that the energy challenge is not a something temporary.

The delegate of Uruguay expressed thanks for the effort made by the UNWTO and mentioned that the MERCOSUR meeting prior to the UNWTO Regional Commission had been the biggest in terms of representativity and said that he was impressed by the volume of work of the UNWTO. He likewise highlighted the importance of the relations of the UNWTO with other international organizations as in the case of the OAS and that a similar agreement should be considered with UNASUR.

The delegate of Guatemala said that the presentation of data by the Regional Director constituted a call to reflection in order to act not only at the global level but also at the regional level and said that it was necessary to lay down goals in order to carry out regional work in a coordinated manner.

The delegation of Spain expressed gratitude for the opportunity to participate in these meetings and to show its willingness and commitment in favour of the development of the tourism industry. It hailed the excellent results the region is having and said that this is thanks to the work of the governments. It invited those present to participate in the First Congress on Ethics and Tourism to be held in Madrid on 15 and 16 September 2011.

The delegate of El Salvador congratulated the Secretary-General and thanked the Minister of Tourism of Paraguay for the attention received. He invited all the delegations to the Inter-American Tourism Congress organized jointly with the OAS and to be held in his country on 29-30 September 2011.

The delegate of Venezuela mentioned that the pending challenge of the coming years will consist in seeking the mechanisms that can enable us to access the Russian and Chinese markets, which will be the principal generating markets in the coming years, as well as how to improve air connectivity between the countries of the region.

The Secretary-General drew some conclusions based on the statements by the countries:

- He encouraged new mechanisms to be studied to facilitate the entry of tourists from the principal generating markets, giving the example of the case of Turkey in its visa policy for the Russian market.
- He urged the countries to join the Knowledge Network, as the objective of the UNWTO is to have at least one institution per country.
- The UNWTO is working with an objective that is to improve the people's living conditions and urged the countries to join in the achievement of this task with policies of social tourism.

Prior to concluding the agenda item, the Regional Director informed those present about the holding of the Ministers' Summit on the occasion of the next edition of the WTM in London on 9 November 2011.

Below is a list of other activities in the region that were not mentioned at the meeting due to lack of time:

- **Tourism Satellite Account (TSA) Workshop in Uruguay**

The new cooperation programme between the IDB and the UNWTO was initiated with the holding of a Workshop on Tourism Statistics for MERCOSUR held in Montevideo on 11-15 April 2011 with the participation of representatives of national tourism administrations, national statistics offices and central banks, and represents an important step toward more homogeneous cooperation in the measurement of tourism flows in the sub-region. The project forms part of the objectives of both organizations to improve national systems of tourism statistics with the aim of accelerating regional integration.

- **Case study: Uruguay-IE**

Through an agreement between the UNWTO Themis Foundation and the "Instituto de Empresa de España" business school, a case study was prepared on Tourism in Uruguay, analysing the conditions that gave rise to proportionally much higher foreign-exchange income growth than the increase in arrivals. This study will be used as a teaching tool by Instituto de Empresa and its network of business schools. This marked the first time that a Business School prepared a case study on a country and not on a business.

- **4th Tourism Outlook Seminar (TOS)**

This was held in Montego Bay, Jamaica, on 19-20 April 2011. It was organized by the Ministry of Tourism of Jamaica with the collaboration of the UNWTO. Among the main topics discussed were the following: competitiveness in tourism, diversification in the products offered by traditional destinations, responsible tourism - benefits for destinations and local communities, communications media, cruises, updating in businesses – planning strategies, profit maximization, financing, marketing and branding.

- **Workshop toward Sustainable Tourism**

Scheduled for 22-24 June in Roatán, Honduras. Organized by SITCA with the collaboration of the UNWTO. The objectives of the workshop will be to present and explore the possibilities that tourism can contribute, as well as the opportunities of collaboration in projects and thematic areas, including the environment and climate change, gender equality and empowerment of women, poverty reduction through tourism, culture and development, generating employment for young people and the involvement of the private sector. Additionally, information will be provided on the opportunities offered by the UNWTO in the processes of economic and social development in the region (MDG-F).

The event will provide a platform for exchanging opinions about the subject of regional integration as a vehicle for achieving common development goals through sustainable tourism in a more effective and efficient manner. The workshop is aimed at government leaders, civil society organizations and the private sector of Central American countries.

- **Seminar on Tourism with a Conscience in Ecuador**

To be held in Quito, Ecuador, on 27 and 28 June 2011. Organized by the Ministry of Tourism of Ecuador in collaboration with the UNWTO.

Objective: to facilitate a space for technical-professional exchange to present diverse points of view that are committed to human development and sustainable tourism, with an emphasis on current climate and social factors that directly and indirectly affect tourism and the contribution of tourism with a conscience to mitigate their consequences. Special emphasis will be given to two vehicles: Sustainable tourism – instruments and management of tourism destinations, and the Global Code of Ethics for Tourism, where tourism is a vehicle for peace and an effective instrument for poverty reduction.

- **Seminar with the communications media at CATM**

Scheduled tentatively to be held on 19 October in Panama during the CATM. The objective is to raise awareness among the media regarding the importance of tourism and the way of treating information relative to it.

**7. Results of the survey on priority area of the  
General Programme of Work 2012-2013**  
[\(Document CAM/52/6\)](#)

The Executive Director for External Relations and Partnerships presented to the members of the Commission a brief summary of the survey sent to the Member States in order to determine the priorities for the preparation of the General Programme of Work and the regular budget of the Organization for the biennium 2012-2013. He underlined that the survey was exhaustive and that it had been divided into strategic, regional and thematic aspects.

In general, the input in terms of responses at the worldwide level was good, although there were disparities among the regions: Europe (80%) and the Americas (61%) were the regions with the highest response rates.

a) Progress report on the application of the Global Code of Ethics for Tourism  
[\(Document CAM/52/7\(a\)\)](#)

The delegate of Costa Rica and current member of the World Committee on Tourism Ethics reported to the delegates on the latest activities of the Committee. He invited the countries to respond to the questionnaire on ethics in tourism in order to be able to follow up on this subject more closely.

As for the activities of the World Committee, he said that its next meeting would be held in Bali in June 2011 by invitation of the Minister of Tourism of Indonesia. The meeting will be held jointly with a technical workshop in a village in Bali in line with the principle establishing that local communities should share in the economic benefits of tourism.

b) Election of one Member of the region to the World Committee on Tourism Ethics  
[\(Document CAM/52/7\(b\)\)](#)

The Regional Director informed that, to date, only Argentina had submitted a candidature to occupy this seat in the Committee. The members of the Commission unanimously approved the presentation of Mr. Antonio Torrejón of Argentina as representative of the region in the committee, along with Mr. Hermes Navarro of Costa Rica, whose term of office ends in 2013.

During the round of statements by the countries, the delegate of Cuba referred to the embargo situation being suffered by his country on the part of the United States, saying that it violates the principles of the Global Code of Ethics for Tourism, especially Article 8.1 referring to freedom of tourism movement.

**8. Preparations for the 19th session of the UNWTO General Assembly**  
[\(Document CAM/52/8\)](#)

The Secretary-General announced to those present the holding of the 19th session of the UNWTO General Assembly in the city of Gyeongju, Republic of Korea, from 8 to 14 October 2011 and mentioned that several Heads of State and Government had expressed interest in attending the ceremony.

**9. Place and dates of the fifty-third Meeting of the Regional Commission for the Americas**  
[\(Document CAM/52/9\)](#)

The Regional Director informed those present that the next meeting of the Regional Commission would be held in the context of the UNWTO General Assembly on 9 October 2011 in Gyeongju, Republic of Korea.

The Regional Director reminded those present that on that occasion the composition of the Executive Council is to be renewed as well as the chairmanship of the Regional Commission and the seats on the other subsidiary bodies and that it was important for all the countries of the region to be present at that meeting.

In their parting remarks to the delegates, the Secretary-General and the Chairman of the CAM reiterated, on behalf of all the delegates, their thanks to the authorities of Paraguay for their hospitality and for the impeccable organization of all the events.

ANNEX IFINAL LIST OF PARTICIPANTS

The following list was elaborated according to the information provided by the participants of the 52nd UNWTO Commission Meeting for the Americas to the Secretariat.

I. PRESIDENTE DE LA COMISIÓN / CHAIRMAN OF THE COMMISSION
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**VENEZUELA**

Alejandro FLEMING CABRERA  
Minister of Tourism  
*Ministerio del Poder Popular para el Turismo*

II. MIEMBROS EFECTIVOS / FULL MEMBERS
---------------------------------------

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Ministry of Tourism

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Assistant for Public Relations and Ceremonies  
Ministry of Tourism

**BOLIVIA**

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Ministry of Cultures

Sigrid ÁLVAREZ  
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Ministry of Cultures

**BRASIL/BRAZIL**

Pedro NOVAIS  
Minister of Tourism  
Ministry of Tourism

Patric KRAHL  
Department of International Relations  
Ministry of Tourism

**CHILE**

Jacqueline PLASS WÄHLING  
Deputy secretary of Tourism  
*Ministerio de Economía, Fomento y Turismo*

**COLOMBIA**

Oscar RUEDA GARCÍA  
Vice minister of Tourism  
Vice ministry of Tourism

**COSTA RICA**

Hermes NAVARRO DEL VALLE  
Chief of cabinet and Investments Attraction  
Costarrican Institute of Tourism

**CUBA**

Rolando GÓMEZ GONZÁLEZ  
Cuban Consul  
Cuban Embassy in Paraguay

**ECUADOR**

Carlos LARREA  
Minister Advisor  
Ministry of Tourism

Alejandra ORDOÑEZ  
Vice Minister Advisor  
Ministry of Tourism

**EL SALVADOR**

José Napoleón DUARTE DURÁN  
Minister of Tourism and President  
El Salvador Tourism Corporation  
Ministry of Tourism/CORSATUR

**ESPAÑA/SPAIN**

Isabel GARAÑA CORCES  
Secretary-General  
TOURSPAIN

**GUATEMALA**

Jorge Federico SAMAYOA PRADO  
Director  
Guatemalan Tourism Institute (INGUAT)

Silvia PAIZ  
Chief, Marketing Division  
Guatemalan Tourism Institute (INGUAT)

**JAMAICA**

Edmund BARTLETT  
Minister of Tourism  
Ministry of Tourism

Althea HERON  
Senior Director of Tourism Policies and  
Monitoring  
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**MÉXICO/MEXICO**

Fernando OLIVERA ROCHA  
Deputy Secretary of Touristic Operations  
*Secretaría de Turismo de México (SECTUR)*

**PANAMÁ**

Fernando Ernesto de LEÓN de ALBA  
Vice minister of Tourism  
Tourism Authority of Panama

Gabriela ANTELO  
Secretary-General  
Tourism Authority of Panama

Jaime Enrique CORNEJO  
Planning Director  
Tourism Authority of Panama

**PARAGUAY**

Liz Rosanna CRAMER CAMPOS  
Executive Minister-Secretary  
*Secretaría Nacional de Turismo (SENATUR)*



Benjamín CHAMORRO CORTESI  
General Director of Tourism Management  
*Secretaría Nacional de Turismo (SENATUR)*

Doris PENONI  
Director  
Department of Touristic Marketing  
*Secretaría Nacional de Turismo (SENATUR)*

**PERÚ/PERU**

Mara SEMINARIO  
Vice minister of Tourism  
*Ministerio de Comercio Exterior y Turismo*

**URUGUAY**

Héctor LESCANO FRASCHINI  
Minister of Tourism and Sports  
Ministry of Tourism and Sports

**VENEZUELA**

Alejandro FLEMING CABRERA  
Minister of Tourism  
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*Ministerio del Poder Popular para el Turismo*

María Carlota CARRERO GUEVARA  
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*Ministerio del Poder Popular para el Turismo*

Roberto HERNÁNDEZ  
Assistant  
Minister Cabinet  
*Ministerio del Poder Popular para el Turismo*

II. MIEMBROS AFILIADOS / AFFILIATE MEMBERS
--

**AMADEUS IT GROUP  
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Felipe GONZÁLEZ ABAD  
Senior Advisor

**ARALDI, S.L.  
(ESPAÑA/SPAIN)**

Alfredo GARCÍA RAMOS  
Chairman

Idoia CONDE  
Internationalisation Director

**CONSEJO FEDERAL DE TURISMO  
(ARGENTINA)**

Federico ESPER  
General Director of Training and Research  
*Ente Turismo de Buenos Aires*

**CONSELHO DE TURISMO DA  
CONFEDERAÇÃO NACIONAL DO  
COMÉRCIO DE BENS, SERVIÇOS  
E TURISMO (BRASIL)**

Eraldo ALVES DA CRUZ  
Chief of Hospitality and Tourism Advising  
Council Vice Chairman

**DESTINO PUNTA DEL ESTE  
(URUGUAY)**

Ramón DE ISEQUILLA  
Executive Director

**FEDERAÇÃO NACIONAL DE  
HOTÉIS, RESTAURANTES, BARES  
E SIMILARES (BRASIL/BRAZIL)**

Alexandre ABREU  
Chairman

**FEDERACIÓN EMPRESARIA  
HOTELERA GASTRONÓMICA DE  
LA REPÚBLICA ARGENTINA  
(FEHGRA) (BRASIL/BRAZIL)**

Jordi BUSQUETS  
Advisor  
FEHGRA

**FERIA INTERNACIONAL  
DE TURISMO (FITUR)  
(ESPAÑA/SPAIN)**

Ana LARRAÑAGA  
Director

Lourdes SIERRA  
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ANNEX IICONCLUSIONS OF THE TECHNICAL SEMINAR ON TOURISM INVESTMENTS IN THE AMERICAS

1. In the current post-crisis period, the economic framework of the Region presents a much more encouraging scenario than during the pre-crisis period. Latin America and the Caribbean are not only benefiting from increasing political stability, but they are also showing growth in Foreign Direct Investment (FDI) that is much higher than in other regions.
2. Economic growth forecasts for 2011 and 2012 are also positive, surpassed only by those for Asia, in particular China and India.
3. In particular, the economies of the Latin American and Caribbean sub-region will benefit from the consequences of favourable external-financing conditions as well as from the strong demand and high prices in commodities.
4. Development banks and multilateral public institutions believe in tourism as an essential source of growth and job creation, which stands to gain from the growth of the middle classes of emerging countries.
5. Most of the countries of the region have programmes for capturing tourism investments, generally based on a series of tax incentives, which gives rise to a certain degree of intra-regional competition. In this regard, it is useful to cite cases such as that of Colombia, which offers a Government-Investor tax agreement that establishes long-term taxation parameters, or that of Mexico, which offers complete infrastructure and comprehensive maintenance for its Integrally Planned Centres, eschewing tax-based incentives.
6. Tourism has attracted growing attention among local investors and, in turn, governments are becoming more attentive to the sector and are taking greater care to ensure investment reliability, aware of its importance as a factor in the investment decision.
7. In many cases, governments understand that in order to capture tourism investments, it is necessary to first attract tourist interest in visiting their countries. Therefore, they design their international promotion strategies with two overlapping objectives: attracting tourists and capturing investors.
8. There is unanimous conviction that connectivity and, consequently, infrastructure constitute decisive factors in attracting tourism investments. In this aspect, perhaps more so than in any other, cooperation is necessary between the public administrations and the private sector.

9. It is necessary to keep in mind that connectivity should be intermodal, and consequently, any Master Plan must take into account air connections as well as land connections, such as roads and railways, in order to be fully efficient and to give competitiveness to tourism destinations.
10. In general, governments experience some kind of attraction to the possibility of hosting air transport hubs, as a means of boosting tourism to their countries. This possibility, in reality, is controlled by the airlines, and weighing heavily on their decision will be the available connectivity.
11. From the perspective of the private sector, tax incentives are not the primary factor in making the decision to make tourism investments in a country. More important is the evaluation of factors that determine the reliability of the investment: the potential touristic market, domestic and international, the legal framework, the application of arbitration, systems for the protection of investments including treaties preventing double taxation, stable tax regimes and the priority of tourism in public policies.
12. The major hotel chains are planning to increase their presence in the region and also state that medium-sized firms in their sector are also interested in establishing themselves in the region.
13. Although some countries such as Argentina and Brazil have official credit lines, a certain reluctance can be observed on the part of the private banking sector to finance tourism projects in Latin America and the Caribbean, due possibly to the low level of knowledge about the tourism sector on the part of the regional offices of international private banks. National administrations and the private sector must work together to make possible a better understanding of the sector by private banking.
14. It should be noted that major hotel chains with experience in the sector observe in 2010/2011 a greater willingness on the part of local private investors to join projects promoted by the chains.
15. The unanimous opinion is very much in favour of the continuation of this type of forums, open to the participation of diverse actors, both public and private, involved in the development of tourism. Another positive development is the announced second part of the Seminar, to be held in a more customized form, scheduled for January 2012 on the occasion of FITUR.

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