

## UNWTO.Capacity Programme

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### Requesting a UNWTO.Capacity Initiative

With the objectives to develop and implement practical capacity building initiatives in NTAs core areas of responsibility and to strengthen the capacities and competencies of tourism experts in their key action areas, the UNWTO.Themis Foundation (hereafter THMS) created the UNWTO.Capacity Programme.

This Programme offers executive training and capacity building initiatives in on-site, on-line and blended courses, seminars, workshops, masterclasses, think-tanks and master's degrees which are carried out within the framework of its own practical and interactive methodology.

The UNWTO.Capacity Initiatives are taught by UNWTO international experts and/or education institutions with UNWTO.TedQual certified programmes, and its sufficient degree of standardization allows for tailor-made actions, created depending on the needs of the different target audiences.

We co-organise these UNWTO.Capacity initiatives with Tourism National Administrations/Organizations from UNWTO Member States on topics of their wish, answering their requests and needs.

Please find below all the details for organising such event, such as the process, what themes can be chosen, the participants' profile, and the logistics and expenses, amongst others.

#### General Process

Please find below the general process for holding a UNWTO.Capacity Initiative in a UNWTO Member State. The whole process usually takes between 6 to 8 months:

1. **Request:** The highest authority in the National Tourism Administration sends a formal written request to UNWTO, proposing: dates, topic (outcomes desired), format, language, place and logistics.
2. **Agreement:**
  - a) UNWTO replies and sends an agreement to be signed between UNWTO, UNWTO Academy and the NTA.
  - b) The agreement is signed and received at UNWTO.
3. **Proposal:** UNWTO Academy sends a proposal to the NTA. Once agreed with the NTA, the academic contents and materials are developed according to the proposal.
4. **Preparation:**
  - a) The NTA designates its team: 1 course coordinator, 1 technical and prep visits coordinator, 1 communications coordinator.
  - b) The NTA identifies the regional/local coordination team and introduces it to the UNWTO Academy.

- c) The NTA, UNWTO, UNWTO Academy, experts and host region and town prepare the initiative and organise the UNWTO.Capacity Initiative.
5. **Preparation visit:** The NTA and host town welcome the UNWTO Academy team up to 4 days before the beginning of the event, so as to prepare the technical visit (when corresponding) and/or other academic, technical and logistic arrangements. During this preparatory visit, they are to meet and interview the main tourism actors of the area, visit all the tourism attractions and the area in general and prepare the fieldwork for the practical part of the training initiative.
  6. **Delivery:** The NTA and town host run everyday business of the UNWTO.Capacity Initiative.
  7. **Report:** Once the UNWTO.Capacity initiative has finished, the NTA sends its report to the UNWTO Academy.

## Topics

The NTA should select one of the following topics or propose one of their interest:

- Tourism Policy and Strategy
- Strategic Planning for Sustainable Tourism Development
- Sustainable Tourism Development and Poverty Alleviation
- Tourism Destination Management
- Marketing, Promotion and Communication
- Tourism and Social Media
- Social Media in Tourism Destinations
- Towards a Smart Destination
- Risk Assessment and Crisis Management in Tourism
- Tourism, Climate Change and the Transformation to the Green Economy
- Tourism Management in Environmental and Heritage Sensitive Areas
- Measurement of Tourism's Economic Impacts
- Public Use Management in Protected Areas
- Introduction to Tourism for Diplomats
- ... other topics of interest

## Participant's profile

Tourism experts from the public, private and third sector with responsibilities on the main area of knowledge of the training initiative.

The UNWTO.Capacity initiative is offered to a maximum of 45 participants.

Languages	Format	Type of initiative
Spanish	On-site	Course
English	On-line	Seminar
French	Blended (on-line & on-site)	Workshop
Arabic		Masterclass

## Methodology and structure

The UNWTO.Capacity Initiatives adopt a fact-driven approach, by presenting state-of-the-art theory through the analysis of real-life case examples and in-class activities, tailored on participants' knowledge and objectives. The modular structure adopted is conducive of a highly interactive learning experience that blends presentations, case studies, discussions, debates and practical activities.

Each of the modules adopts a similar structure, to facilitate in-class learning. Each module starts with a calibrated mix of theory and practical examples to introduce the main topic, followed by the presentation of real-life case examples which illustrate the details of an empirical use of the theoretical framework, and by a practical activity where participants can put the theoretical framework in practice, tailoring this approach on their reality. Presentations will be brief, conceptual, tool-sharing and highly interactive, combined with discussions and debates.

When format and duration of the initiative is adequate, the practical approach includes a technical visit in an area related to the topic of the initiative. During this field trip, participants conduct fieldwork, interviews, information gathering and other interactive activities with the local community. This technical visit is to be planned in coordination with the National and Local Tourism Organizations / Administrations and the UNWTO Academy.

The participants are expected to give, at least, two main presentations: one on the outcomes of the fieldwork (if applicable) and another one on the final task required (which can be a proposal for a route, a plan...).

Moreover, to make good use of this event, participants may receive (when selected) an introductory booklet with UNWTO publications, articles or other reading material, introducing key issues and concepts needed for the initiative, and might be requested to prepare work/presentations on the subject.

The intention of this approach – the transmission and usage of various tools, the expertise of the experts and participants, the discussion forums and the practical group work – is for participants to fully understand the topics of the event.

## Duration of the UNWTO.Capacity Initiatives

The duration of the UNWTO.Capacity Initiatives are outlined accordingly to the format and type of initiative and must be aligned with the academic approach and learning objectives expected for that initiative. Thus, the UNWTO Academy will evaluate if the topic requested is viable for the duration of the training initiative, as to guarantee the quality of the whole training experience.

Duration	Format	Type of initiative
1 day	On-site	Masterclass
1 - 2 days	On-site	Seminar
1 - 3 days	On-site	Workshop
2 - 4 days	On-site	Think-tank
5 - 15 days	On-site	Course
3 - 6 months	On-line	Course
2 - 6 months	Blended	Course
1 - 2 years	On-site / On-line / Blended	Master degree

### Example of a 3-day workshop AGENDA

A 3-day workshop comprises up to 2 modules, practical activities for each module, 1 presentation by participants.

The workshop usually also comprises a welcome dinner/cocktail on the first day of the event and possibly a closing dinner on the second or last day of the UNWTO.Capacity Initiative.

The following agenda is only an example and is to be agreed with all the parties involved in the UNWTO.Capacity Initiative. Due to the different schedules used in different regions, the timings may be altered accordingly.

Day 1	Day 2	Day 3
<b>08:30-09:15</b> Inauguration	<b>08:30-10:30</b> Topic & practical activity	<b>08:30-10:30</b> Topic & practical activity
<b>09:15-09:30</b> Official photograph	<b>10:30-11:00</b> <i>Break</i>	<b>10:30-11:00</b> <i>Break</i>
<b>09:30-10:30</b> Course, facilitators and participants' introductions	<b>11:00-13:00</b> Topic & practical activity	<b>11:00-13:00</b> Topic & practical activity
	<b>13:00-14:30</b>	<b>13:00-14:30</b>

<p><b>10:30-11:00</b> <i>Break</i></p> <p><b>11:00-13:00</b> Topic &amp; practical activity</p> <p><b>13:00-14:30</b> <i>Lunch</i></p> <p><b>14:30-16:30</b> Topic &amp; practical activity</p> <p><b>16:30-17:00</b> <i>Break</i></p> <p><b>17:00-18:30</b> Topic &amp; practical activity</p>	<p><i>Lunch</i></p> <p><b>14:30-16:30</b> Topic &amp; practical activity</p> <p><b>16:30-17:00</b> <i>Break</i></p> <p><b>17:00-18:30</b> Topic &amp; practical activity</p>	<p><i>Lunch</i></p> <p><b>14:30-16:30</b> Participants' group presentations [5' per group + 5'Qs]</p> <p><b>16:30-17:00</b> Closing forum</p> <p><b>17:00-17:30</b> Closing ceremony with certificates</p>
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### Example of a 5-day course AGENDA

A 5-day course comprises 3 modules, practical activities for each module, a presentation on the tourism policy and strategy on the topic of the training initiative by the national tourism administration and another one by the regional/local tourism administration, a fieldwork day, 2 presentations by participants and a few social activities. It is also recommended to propose a visit of the venue town, so participants can have a better understanding of the fieldwork sites reality and tourist experience.

The course usually also comprises a welcome dinner/cocktail on the day before the training initiative and a closing dinner on the last day of the event.

The following agenda is only an example and is to be agreed with all the parties involved in the UNWTO.Capacity Initiative. Due to the different schedules used in different regions, the timings may be altered accordingly.

Day 1	Day 2	Day 3	Day 4	Day 5
<p><b>08:30-09:15</b> Inauguration</p> <p><b>09:15-09:30</b> Official photograph</p> <p><b>09:30-10:30</b> Course, facilitators and participants' introductions</p>	<p><b>08:30-10:30</b> Topic &amp; practical activity</p> <p><b>10:30-11:00</b> <i>Break</i></p> <p><b>11:00-13:00</b> Topic &amp; practical activity</p>	<p><b>Technical Visit</b> <b>Fieldwork</b></p> <p><b>07:30</b> Bus pick-up</p> <p><b>09:00-09:30</b> Welcoming</p>	<p><b>08:30-10:30</b> Participants' group presentations [5' per group + 5'Qs] OR Topic &amp; practical activity</p> <p><b>10:30-11:00</b> <i>Break</i></p> <p><b>11:00-12:00</b> Group work</p> <p><b>11:00-13:00</b></p>	<p><b>08:30-10:30</b> Topic &amp; practical activity</p> <p><b>10:30-11:00</b> <i>Break</i></p> <p><b>11:00-12:00</b> Group work</p> <p><b>12:00-13:00</b></p>

<b>10:30-11:00</b> <i>Break</i>	<b>13:00-14:30</b> <i>Lunch</i>	<b>09:30-11:00</b> Tourist experience	Topic & practical activity	Group presentations on final activity [10' per group + 5'Qs]
<b>11:00-13:00</b> Topic & practical activity	<b>14:30-16:30</b> Topic & practical activity	<b>11:00-13:00</b> Fieldwork	<b>13:00-14:30</b> <i>Lunch</i>	<b>13:00-14:30</b> <i>Lunch</i>
<b>13:00-14:30</b> <i>Lunch</i>	<b>16:30-17:00</b> <i>Break</i>	<b>13:00-14:30</b> <i>Lunch</i>	<b>14:30-16:30</b> Participants' group presentations [5' per group + 5'Qs] OR Topic & practical activity	<b>14:30-16:00</b> Group presentations on final activity [10' per group + 5'Qs]
<b>14:30-16:30</b> Topic & practical activity	<b>17:00-18:30</b> Group work	<b>14:30-15:30</b> Coordination meeting	<b>16:30-17:00</b> <i>Break</i>	<b>16:00-17:00</b> Closing forum
<b>16:30-17:00</b> <i>Break</i>		<i>[to provide meeting rooms/areas for the groups to work together in fieldwork site]</i>	<b>17:00-20:00</b> Group work	<b>17:00-18:00</b> Closing ceremony with certificates
<b>17:00-18:00</b> NTA presentation RTA presentation		<b>15:30-17:00</b> Panel of stakeholders		
<b>18:00-19:00</b> Group work		<b>17:00-19:30</b> Group work		<i>Social activities</i>
<i>Social activities (preferably visit of the town)</i>		<b>19:30</b> Bus pick-up		

### Responsibilities and expenses

In the following grid, the logistics and expenses of the UNWTO.Capacity Initiative are specified accordingly:

By	Items to be taken care of
<b>Host:</b> <b>National government/</b> <b>Local government/</b> <b>other donors</b>	<ul style="list-style-type: none"> <li>• Conference room (with coffee-breaks), social activities and field visits</li> <li>• International and national transport as well as full board accommodation for experts and UNWTO/THMS staff</li> <li>• Academic expenses</li> <li>• Logistics organization and coordination</li> <li>• Optional: Full-board accommodation for up to 15 international participants</li> </ul>

<p>UNWTO/ UNWTO Academy/ other donors</p>	<ul style="list-style-type: none"> <li>• International promotion</li> <li>• Academic direction</li> <li>• Selection of experts</li> <li>• Content and programme of the training initiative</li> <li>• Delivery of the training initiative</li> <li>• Certificates of assistance for the participants</li> <li>• Selection of international participants</li> </ul>
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### International Initiatives

The UNWTO.Capacity Initiatives may be either national, regional or international, and a mix of various types of participants may participate in.

When the UNWTO.Capacity Initiative is either regional or international, international participants may receive scholarships which are to cover tuition fees, full-board accommodation and internal transport.

When possible, we encourage the hosting NTA to offer full-board accommodation and internal transport scholarships, while UNWTO and its UNWTO Academy offer tuition fees scholarships for the same amount of international officials.

In some cases, the Ministry of Foreign Affairs supports these events with funds for the expenses of these participants.

### Contact person

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