

UNWTO.ExecutiveEducation Programme

Hosting a UNWTO.ExecutiveEducation 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, UNWTO Academy created the UNWTO.ExecutiveEducation 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.

These 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. ExecutiveEducation Initiatives with Tourism National Administrations/Organizations from UNWTO Member States on topics of their wish, answering their request and needs.

Please find below information on how to hold such an event.

General Process

Please find below the general process for holding a UNWTO. ExecutiveEducation 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 course proposal to the NTA. The academic contents and materials will be developed based on this 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. ExecutiveEducation Initiative.

5. **Preparation visit:** The NTA and the 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 the host town run everyday business of the UNWTO. Executive Education Initiative.
7. **Report:** Once the UNWTO. Executive Education Initiative has finished, the NTA sends its report to the UNWTO Academy.

Methodology and structure

The UNWTO. Executive Education 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. Executive Education Initiatives

The duration of the UNWTO. Executive Education 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.ExecutiveEducation Initiative.

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

Day 1	Day 2	Day 3
08:30-09:15 Inauguration	08:30-10:30 Topic & practical activity	08:30-10:30 Topic & practical activity
09:15-09:30 Official photograph	10:30-11:00 <i>Break</i>	10:30-11:00 <i>Break</i>

<p>09:30-10:30 Course, facilitators and participants' introductions</p> <p>10:30-11:00 <i>Break</i></p> <p>11:00-13:00 Topic & practical activity</p> <p>13:00-14:30 <i>Lunch</i></p> <p>14:30-16:30 Topic & practical activity</p> <p>16:30-17:00 <i>Break</i></p> <p>17:00-18:30 Topic & practical activity</p>	<p>11:00-13:00 Topic & practical activity</p> <p>13:00-14:30 <i>Lunch</i></p> <p>14:30-16:30 Topic & practical activity</p> <p>16:30-17:00 <i>Break</i></p> <p>17:00-18:30 Topic & practical activity</p>	<p>11:00-13:00 Topic & practical activity</p> <p>13:00-14:30 <i>Lunch</i></p> <p>14:30-16:30 Participants' group presentations [5' per group + 5'Qs]</p> <p>16:30-17:00 Closing forum</p> <p>17:00-17:30 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. Executive Education 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>08:30-09:15 Inauguration</p> <p>09:15-09:30 Official photograph</p>	<p>08:30-10:30 Topic & practical activity</p> <p>10:30-11:00</p>	<p>Technical Visit Fieldwork</p>	<p>08:30-10:30 Participants' group presentations [5' per group + 5'Qs] OR Topic & practical</p>	<p>08:30-10:30 Topic & practical activity</p> <p>10:30-11:00</p>

09:30-10:30 Course, facilitators and participants' introductions 10:30-11:00 <i>Break</i> 11:00-13:00 Topic & practical activity 13:00-14:30 <i>Lunch</i> 14:30-16:30 Topic & practical activity 16:30-17:00 <i>Break</i> 17:00-18:00 NTA presentation RTA presentation 18:00-19:00 Group work	<i>Break</i> 11:00-13:00 Topic & practical activity 13:00-14:30 <i>Lunch</i> 14:30-16:30 Topic & practical activity 16:30-17:00 <i>Break</i> 17:00-18:30 Group work	07:30 Bus pick-up 09:00-09:30 Welcoming 09:30-11:00 Tourist experience 11:00-13:00 Fieldwork 13:00-14:30 <i>Lunch</i> 14:30-15:30 Coordination meeting <i>[to provide meeting rooms/areas for the groups to work together in fieldwork site]</i> 15:30-17:00 Panel of stakeholders 17:00-19:30 Group work 19:30 Bus pick-up	activity 10:30-11:00 <i>Break</i> 11:00-13:00 Topic & practical activity 13:00-14:30 <i>Lunch</i> 14:30-16:30 Participants' group presentations [5' per group + 5'Qs] OR Topic & practical activity 16:30-17:00 <i>Break</i> 17:00-20:00 Group work	<i>Break</i> 11:00-12:00 Group work 12:00-13:00 Group presentations on final activity [10' per group + 5'Qs] 13:00-14:30 <i>Lunch</i> 14:30-16:00 Group presentations on final activity [10' per group + 5'Qs] 16:00-17:00 Closing forum 17:00-18:00 Closing ceremony with certificates <i>Social activities</i>
<i>Social activities (preferably visit of the town)</i>				<i>Social activities</i>

Recommended host team

For the UNWTO.ExecutiveEducation Initiatives we organised in the past, we have noted that many countries have a NTA team of 4-5 in charge of logistics, communication, technical visit and other events for the UNWTO.ExecutiveEducation Initiative.

Below we wish to share the most common arrangements that we have seen to be most effective:

- **Initiative director.** (S)He is the representative of the NTA acting as counterparty for strategic decisions regarding agreements, course proposal, academic contents and approach, etc. (S)He is the person responsible for the successful completion of the host country responsibilities and tasks.

- **Initiative coordinator.** (S)He is the representative of the NTA acting as counterparty for the operational execution of all aspects regarding logistics, communications, etc. (S)He is normally under the direct supervision of the Training initiative director.
- **Logistics coordinator.** Some NTAs contract a professional company to assist the logistics coordinator. In other cases, the logistics coordinator has been assisted by (i) a person in charge of transport; (ii) another person in charge of the UNWTO event premises (conference room, registration desk and secretariat); and (iii) another person in charge of simultaneous interpretation services, banners and communication matters. In some occasions, the Training initiative coordinator acts as logistics coordinator as well. The logistics coordinator should arrive at least 30 minutes before the beginning of the day (every day), during the UNWTO.ExecutiveEducation initiative, make sure the conference room is ready for the beginning of the activities and solve any last minute and unforeseen situations.
- **Technical visits coordinator.** For all the UNWTO.ExecutiveEducation initiatives including technical visit, we have had at least one person accompanying and assisting the UNWTO Academy team during the preparatory visit. We strongly recommend the same person to accompany the UNWTO Academy team during the whole preparatory visit and to know very well the region. (S)He normally belongs to the Regional/Local coordination team.
- **Communications coordinator.** In most countries, this person has been in charge of communications, social events, security and safety; as well as other events (social or professional). (S)He normally belongs to the Regional/Local coordination team.

Preparatory visit

For the effective development of the initiative, it is necessary for the UNWTO experts and the UNWTO to UNWTO Academy staff to prepare the technical visit prior to the event. 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 UNWTO.ExecutiveEducation initiative.

This technical visit is to be held in an area related to the specification of the initiative and is to be planned in coordination with the National and Local Tourism Organizations/Administrations and UNWTO to UNWTO Academy.

Participants will be working in groups of 4 to 10 and so there should be enough tourism destinations or areas for all the groups (typically 4 to 6 groups).

The following agenda for the preparatory visit is **indicative** and should be agreed with the host country. It could be reduced to 3 days, if the sites are at proximity of each other. Please consider that the training initiative would be starting on Day 1, so therefore, Days -6 to -1 correspond to the previous preparatory visit.

Day -6	Day -5	Day -4	Day -3	Day -2	Day -1
	<p>Area 1</p> <p>Morning Visit to the tourism attractions and area in general</p> <p>Afternoon • Meeting with stakeholders • Coordination and planning meeting</p>	<p>Area 2</p> <p>Morning Visit to the tourism attractions and area in general</p> <p>Afternoon • Meeting with stakeholders • Coordination and planning meeting</p>	<p>Area 3</p> <p>Morning Visit to the tourism attractions and area in general</p> <p>Afternoon • Meeting with stakeholders • Coordination and planning meeting</p>	<p>Area 4</p> <p>Morning Visit to the tourism attractions and area in general</p> <p>Afternoon • Meeting with stakeholders • Coordination and planning meeting</p>	<p>Morning Coordination meeting with facilitators</p> <p>Afternoon Checking in conference room: • Lay out • Banner • Laptop • Projector • Screen • Internet/wi-fi • Microphones & cordless microphones • Name plates • Flipchart with paper • Colour markers • Stationery</p> <p>Checking in secretariat room: • Computer • Printer • Photocopy machine • Internet/wi-fi • Stapler and extra staples • Hole-puncher • Pens / markers / pencils • Erasers • Scissors • Cello tape • Pins • Paper clips</p>
<p>Afternoon Coordination meeting with NTA and LTA</p>					

Technical visit

The technical visit aims at putting in a real situation the content and tools seen during the training initiative. During the fieldtrip, participants conduct fieldwork, interviews, information gathering, other interactive activities with the local community, and attend a panel of stakeholders.

The accomplishment of technical visits depends on the duration of the training initiative. Whenever possible, UNWTO to UNWTO Academy includes this practical activity, considered as a key element of the UNWTO.ExecutiveEducation programme methodology.

One of the main presentations given by participants (divided in groups of 4 to 10 people) is on the outcomes of the fieldwork, while the final presentation will be as well related to the practical tasks applied as a consequence of the technical visit.

The technical visit is to be held in an area related to the specification of the initiative and is to be planned in coordination with the National and Local Tourism Organizations/Administrations and UNWTO Academy.

During the fieldwork, participants should experience the tourism destination from different perspectives: that of the tourist, the tourism administration official, the employer, the employee, the community and the academic, so as to have the broader possible picture.

The technical visit sites should be between 4 to 6 small tourism destinations or areas where participants can walk for about 2 hours so as to collect the information necessary for their final task, as well as interview tourists, employers, employees and the community.

These small tourism destinations or areas should be at a maximum of 1 hour-drive away from the headquarters of the UNWTO.ExecutiveEducation Initiative (hotel) and: easily accessible independently of the weather, tourist-friendly, safe, and in accordance with the topic of the event. For example, if a training initiative is on adventure tourism, the technical visit sites should already offer adventure tourism activities (such as rafting, rock-climbing, horse riding, etc.) or have the appropriate attractions and/or resources for it.

Support Teams

During this fieldtrip, it is recommended to have one member of the academic team, one member of the logistics team and one guide to accompany the participants' group.

The composition and roles of the support teams are:

Academic team:

- The experts
- UNWTO Academy/UNWTO staff
- NTA's official

The academic team is to assist and remind the objective of this activity in relation to the training initiative and support the participants during their fieldwork. The academic team may ask questions to the stakeholders and interviewee when they see important information is not revealed. They might also need to remind participants of the final task, and the objective of the technical visit. When the participants are to wander by themselves to collect information, the academic team member is not to accompany them.

Logistics team:

Staff/officials from the local and/or regional tourism administrations, whose role is to coordinate the different visits and meetings held during the fieldtrip day. Therefore, they are to remind the schedule, when necessary, they are to coordinate and confirm the meetings with the different stakeholders, they may, in coordination with the other team members, rearrange the agenda so as to make it smoother. When the participants are to wander by themselves to collect information, the logistics team member is to indicate them a time and meeting place (easily to be found) and is not to accompany them. All the members of this team should have each other phone numbers, the agendas of the other groups, and medical assistance details in case of emergency.

Guides:

Could be professional guides or staff/officials from the tourism administrations (the same ones as the ones in the logistics team). Their role is to give touristic information and experience to the participants. It would be convenient for the guide to start the fieldtrip day with information about the area and the technical visit site. When the participants are to wander by themselves to collect information, (s)he should accompany the group or part of the group.

Panel of stakeholders

In order to gather information from the different sectors, participants may have on the first day of the training initiative a presentation from the NTA on the topic, as well as one from the NTO. Furthermore, when a fieldtrip takes place, they will participate in a panel of stakeholders where they will hear who the stakeholders are, what they do, what their strategy and their vision are, and what their projects are. In the panel of stakeholders, there should be a representative from the municipality, the private sector, an association/cooperative and the academia.

Final task

The final task is based on the technical visit site when possible and may request the participants to work on a tourism product, a marketing plan, a tourism route... depending on the topic of the training initiative.

The participants are to sign up in lists so as to have a total of 4-6 groups of 4-10 people.

In order to have heterogeneous groups, only 2-3 national tourism officers, only 2-4 international participants, only 1-3 participants from the private/academic sector, and only 2-4 local tourism officers can sign on the same list.

Each group is to focus on a different typology, area or product... depending on the area and the topic.

The day after the technical visit the participants (in groups) are requested to give a (power point) presentation on the outcomes of the fieldwork (and in preparation on the final presentation) (5' per group +5' Q/As – 3 slides max.).

On the last day of the initiative, each group is to give a PPT presentation on their final task (10' per group + 5' Q/As – 6 slides max.).

Technical visit site's Factsheet

Previously to the preparatory visit, and when preparing for the technical visit during the training initiative, we would appreciate to receive factsheets of the sites chosen with the following information:

Name of the site:	
Name of the municipality it belongs to:	
Name of the other villages of the same municipality:	
Distance from the venue of the course:	
Population (number and type):	
Tourism in figures:	
Type of tourists (segmentation):	
Type of tourism:	
Attractions:	
Tourism potential:	
The site's major industry or sector:	
The site's relationship with the main town/city nearby:	
Map of the site:	
Map from the venue of the event to the site:	

Equipment and material required for the UNWTO.ExecutiveEducation Initiatives

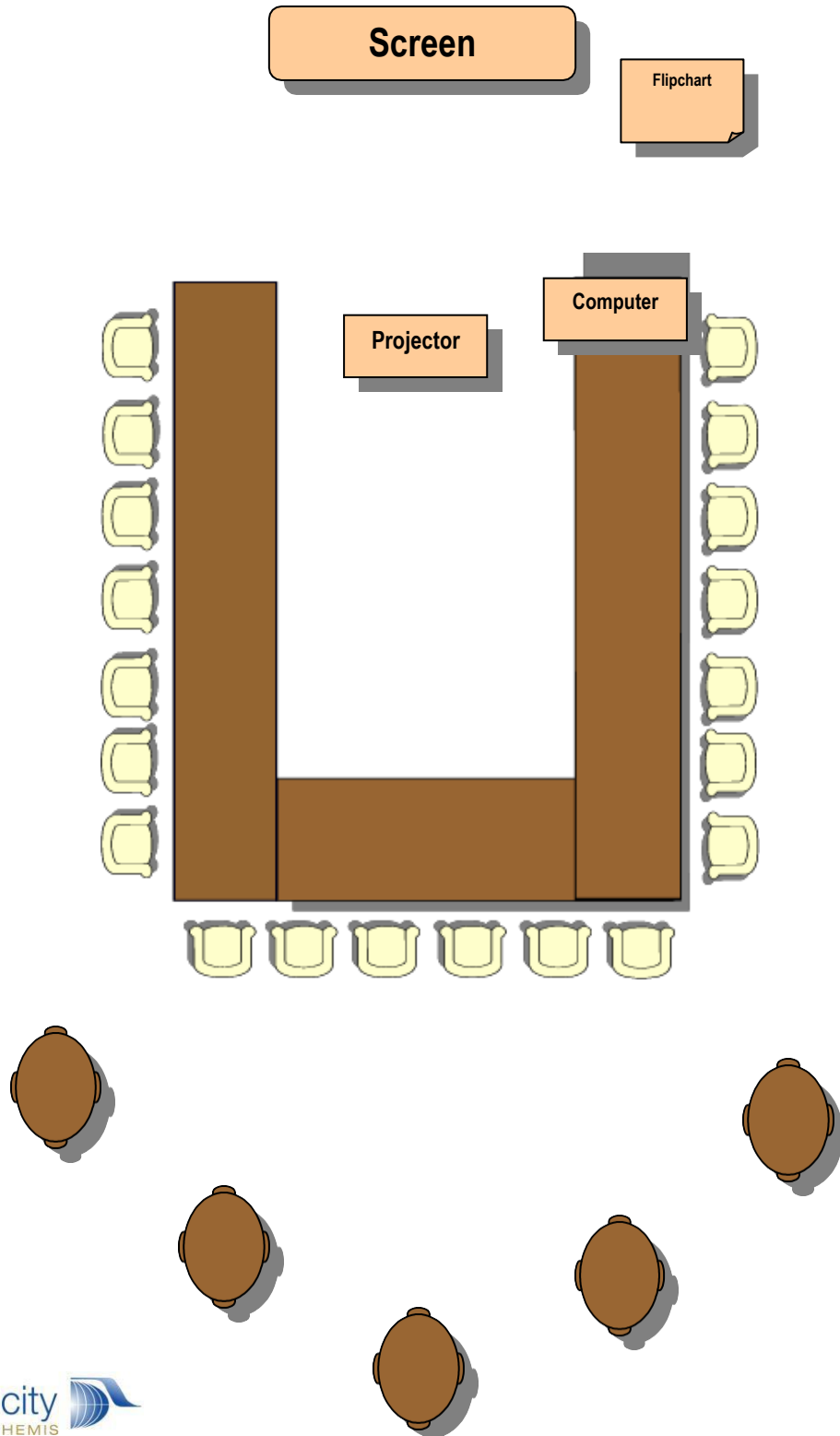
As indicated in the agreement, the conference room, offices and other premises made available by the host country shall constitute the conference area and shall be considered as premises of the World Tourism Organization during the event, for the duration of any additional period necessary to prepare and to conclude the operations of the same.

The conference room where the training initiative takes place is to be large enough so as to have a U (long) distribution with enough capacity for all the participants + 10 more people, and, preferably, some extra (round) tables at the back so as to work in groups (one per each working group).

If the conference room used for the training initiative is not in the hotel, it should be at maximum 10 minutes-walk from the hotel hosting the participants and the UNWTO Academy team.

It is recommended to have the coffee break area either by the group tables or just outside the conference room.

Please find a graphic image below:



As for the material required, please find it listed in the grid below:

Area	Concept
Registration Desk	Staff in charge
	Registration Forms
	Check names spelling
	Badges to be given to the participants, the UNWTO Academy team and National Administration officials
Conference Room	Banner
	Screen
	Projector
	Laptop
	Clock or time-track system
	Experts' presentations uploaded
	Internet / wi-fi
	Microphones & cordless microphones (4 +1 per two participants)
	Presidential table (4 people)
	Name plates presidential table
	Check names spelling
	Speeches
	Participants' tables (70 people)
	Name plates for participants
	Documents for participants on tables + pens + water
	Table for experts and co.
	Extra chairs and extra small tables at the back for NTA and RTA staff
	Flipchart with paper
	Extra A4 paper
	Extra pens
Colour markers	
Extra chairs at the back of the room	
Interpretation booth, mics and headphones for simultaneous interpretation (when needed)	
Secretariat Room	Computer
	Printer
	Photocopy machine
	Internet / wi-fi
	Stapler with extra staples
	Hole-puncher
	Pens / markers / pencils
	Erasers
	Scissors
	Cello tape
	Pins
	Paper clips

Extras	Attendance sheet (check names spelling)
	Certificates
	Check names spelling
	Evaluation forms
	USB with soft copies of event documents

Recommendations for the selection of the hotel

The hotel should have very good services, quality and comfort so as participants can:

- Work on their projects easily in the evenings (with available free wi-fi everywhere and meeting areas);
- Have a quick lunch; and
- Rest properly during the intensive training initiative.

If the conference room used for the event is not in the hotel, it should be at maximum 10 minutes-walk from the hotel hosting the participants and the UNWTO Academy team.

Other recommendations

For the courses that have a technical visit with fieldwork, we recommend inviting the fieldwork territories' directors of tourism to be participants of the course.

Guiding deadlines for the host country

9 months prior to the training initiative	Agreement signed
8 months prior to the training initiative	Selection of host town
	Confirmation of dates
6 months prior to the training initiative	Information for the INFO NOTE sent to UNWTO
	Security coordination with UNWTO
	Communication coordination with UNWTO regarding banners, nametags, nameplates, news, etc.
	Proposal of technical visit sites sent to UNWTO Academy
3 months prior to the training initiative	Selection of facilitators
	Coordination of training event, preparatory visit and technical visit agendas
	Delivery of technical visit site's Factsheets
9 weeks prior to the training initiative	Reception of the course outline's final version
6 weeks prior to the training initiative	Information for the introductory email to participants sent to UNWTO Academy
	Confirmation of training event, prep visit and technical visit agendas
4 weeks prior to the training initiative	Travel arrangement proposals sent to the UNWTO Academy team
	Reception of the presentations' final version
3 weeks	Coordination with UNWTO regarding the inauguration and closing

prior to the training initiative	ceremonies
	List of participants sent to UNWTO
	Name and mobile phone numbers of contact people in host country sent to UNWTO Academy, as well as of people welcoming UNWTO Academy facilitators and staff at the airport
	Details of hotel sent to UNWTO Academy
	Confirmation to UNWTO Academy of free WIFI in hotel and reception of all the material sent by UNWTO Academy
2 weeks prior to the training initiative	Reception of contact person in case of emergency and insurance details from the UNWTO Academy team
	Agenda of inauguration of the training initiative
	Delivery of the presentations translated
6-7 days prior to the training initiative	UNWTO Academy team welcoming and start of the prep visit
	SIM card for UNWTO Academy staff
6 to 1 day prior to the training initiative	Preparatory visit (for details see above)
4 days prior to the training initiative	Reception of presentations in PDF so as to upload them in memory sticks
1st day of the training initiative	List of confirmed participants (with correct spelling and emails) sent to UNWTO Academy
	Placement of nameplates (mixing participants so they do not know their neighbour), agendas and memory sticks on the U-shape table
	Handouts to UNWTO Academy facilitators
Every day during the training initiative	Participants' assistance taking
	Last minute copies
	Everyday logistics
2nd day of the training initiative	Verification of certificates and spelling of participants names
Last day of the training initiative	Delivery of press release pack, pictures and videos
2 weeks after the training initiative	NTA's report sent to UNWTO Academy

Contact person

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