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REPORT OF THE CHAIRMAN OF THE AFFILIATE MEMBERS

Note by the Secretary-General

In this document, the Chairman of the Affiliate Members reports on the projects and activities carried out in the context of the programme of work during the biennium 2007-2009.

REPORT OF THE CHAIRMAN OF THE AFFILIATE MEMBERS

INTRODUCTION

The present report refers to the management carried out by the Committee of Affiliate Members, and its different governing organs, through the Permanent Secretariat, between the seventeenth session of the General Assembly of the World Tourism Organization held in Cartagena de Indias, Colombia, on 23-27 November 2007, and the eighteenth session of the General Assembly to be held in Astana, Kazakhstan, from 5 to 8 October 2009.

The time period on which the present report focuses has been characterized by the profound changes that have occurred in world tourism. Indeed, all indicators show how the tourism sector is currently facing the most serious economic crisis since the first quarter of the 20th century. But these times also present clear opportunities, for both the Organization and the entire private sector, to provide new impetus to the tourism industry in line with the major Millennium Development Goals.

Furthermore, the Committee of Affiliate Members has also undergone a renewal of its own during this period. Both the Chairman elected at the last General Assembly, Mr. Carlos Vogeler, and the then-Executive Director, Mr. Carlos Romero, submitted their resignations and were replaced during the second half of 2008 by Mr. Eulogio Bordas and Mr. Javier Blanco, respectively.

I. ANALYSIS OF THE SITUATION

1. General introduction

Although it is true that the Secretariat of the Affiliate Members has traditionally been adequately fulfilling its assigned task of relating with the Affiliate Members, it is also true that, for various reasons, some signs of concern have been observed on the part of the Affiliate Members, probably accentuated in periods of uncertainty and difficulties when greater responsiveness and influence are demanded from organizations to demonstrate their function and usefulness.

The Affiliate Members (AMs) wish to have an organization that is more and more efficient and effective, with sufficient resources to properly accomplish its mission; they want to be more useful to the Organization, which is why they have the vocation to play an increasingly active role within it, in order to contribute to forging an ever more important and prestigious organization.

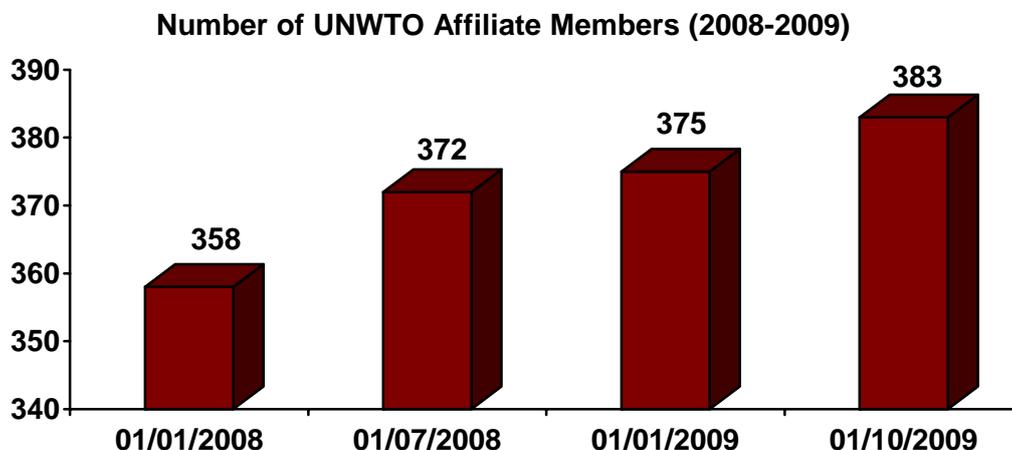
It is precisely these times of complexity that make it necessary for public and private actors to reinforce joint practices and to share ideas and diagnostic assessments. This will necessarily yield mutual benefits. This is what was done, for example, during the seminar “World Tourism Responses to the New Challenges of the Global Economy” that was programmed for the past 2009 FITUR tourism fair, which attracted notable interest among international public and private actors. These times are also the best moments to responsibly address the renewal and the better integration of the AMs within the Organization. In this regard, we welcome the openness to promoting this dialogue shown by the Secretary-General a.i.

During our mandate, we have tried to give new impetus to our work because we are convinced that all the capabilities and strength possessed by the AMs of the UNWTO, placed at the service of clear objectives and in line with an ambitious but realistic programme of work, will yield positive fruits for the entire Organization, sooner rather than later, gaining in strength and legitimacy.

2. Evolution of affiliate membership

2.1 Number of Affiliate Members (August 2009)

Taking into account new memberships and withdrawals that have taken place, there are currently 383 Affiliate Members, a figure that does not include the candidates to be submitted to the General Assembly following the 86th session of the Executive Council in Astana, Kazakhstan. Throughout the past 2 years affiliate membership has maintained a trend of gradual growth.



2.2 General characteristics of the typology of the Affiliate Members

Distribution of the Affiliate Members by region		
Europe	214	55%
Asia-Pacific	38	11%
Americas	82	22%
Africa	32	7%
Middle East	17	5%
Total	383	100%

The geographical distribution of the AMs is not sufficiently balanced among the different regions. Currently, Africa and the Middle East represent 7% and 5% of the AMs, respectively, while Europe accounts for 55%.

As for the typology of the AMs, despite having rich diversity and important private and public actors, it is true that it has not managed to connect with major entrepreneurial and institutional assets of world tourism which it must reach, sooner rather than later, in order to integrate them in the work of this Organization.

3. Internal structures

3.1 Human resources

Currently, the Permanent Secretariat of the AMs, under the management of its Executive Director, has an effective staff of three persons who are diligent and committed to their duties.

It is true, however, that in the three Councils that are integrated in the Secretariat, five other persons provide their services, but this labour capacity has been scarcely integrated in the common work of the Secretariat. The integration and coordination of efforts in the forthcoming stage must strengthen the capacity to manage the common Programme of Work.

3.2 Budgetary resources

The budget of the Secretariat of the AMs to implement its programme of work is determined in large part by the number of Affiliate Members, by the level of payment of contributions, and by the current distribution system (25% for the Secretariat and 75% for the general programme of work of the Organization). Based on these variables, the amount to be allocated to the programme of work for 2009 was initially established at **214,000 euros**.

3.3 The regulatory framework

The **Rules of Procedure of the Affiliate Members of 1985** that is currently in force have undoubtedly yielded positive fruits for the organization and have made it possible to maintain a basic system of internal relationship between the private sector and the Secretariat of the Organization. But it is equally true that the text of the Rules of Procedure and the responses they provided have appeared to be insufficient to tackle the real needs of this group in view of the current times, making it advisable to revise and update them. During the first half of 2008, the Permanent Secretariat re-launched the process for the preparation of a draft reform, which resulted--after the highly estimable participation of the members of the Board of Directors--in a new text that was examined at the last Executive Council held in Bamako, Mali.

II. FOUNDATIONS FOR REVITALIZING THE WORK OF THE COMMITTEE OF AFFILIATE MEMBERS

1. The Mission of the Affiliate Members

In order to ensure the proper orientation of the Affiliate Members project, it is necessary to have a solid foundation that fosters its development. At recent sessions of the Executive Council (e.g., at those held in Jeju and in Madrid) note was taken of the need to reinforce the position of the Affiliate Members through a clear strategy.

The Committee of the Affiliate Members has before it the great opportunity to contribute to the development of a proper architecture for the governance of tourism in the world. In this regard, the Affiliate Members is the best-placed global non-governmental organization to take on and contribute to the achievement of the lofty missions contained in the United Nations Millennium Development Goals.

The challenge is to build an Affiliate Members organization that is alive, flexible, accessible, participative, influential and that constitutes a worldwide point of reference for the best tourism action and knowledge. On this path, the diverse needs and expectations of the Affiliate Members must be reconciled with the mission, objectives and general programmes of the UNWTO. And the Organization as a whole must make its action plans more effective and integrated by verifying them and communicating them, whenever appropriate, to the Permanent Secretariat of the Affiliate Members.

Furthermore, it is essential to recognize the worth of all the Affiliate Members. All of them should feel integrated and comfortable and all must enjoy equal rights within the Organization. **The aim is to create a sense of belonging to a common project of global dimensions and to reinforce the meaning and value of affiliate membership.**

We must work with our attention placed on this sector in order to ensure more prosperous development in the coming times. We have a good opportunity to change the model of tourism development. And it is a very appropriate time to meld together the best management with the best values that we share (ethical, social and environmental).

2. The objectives

At the Board meeting held in January 2009 in Madrid, the following objectives were formulated for the organization of the Affiliate Members:

- (a) to expand the organization quantitatively and qualitatively;
- (b) to develop a strategy of closer relations with the Affiliate Members, by improving and expanding services, response capabilities and effective channels of participation, thus fostering the loyalty of our members;
- (c) to develop a more appropriate system for the structuring and coordination of the CMA and its organs; and
- (d) to more closely align the work of the CMA with the UN Millennium Development Goals.

In setting forth these clear and concrete objectives, the aim is to advance towards making the work of the Affiliate Members more effective and more operative, with a focus on greater **concentration and integration, and offering greater visibility and recognition to the Affiliate Members.**

3. The programme of work for 2009

The aforementioned Board meeting held in January 2009 in Madrid discussed and took note of the progress of the programme presented for 2009; and for its part, the Working Group created by mandate of the mentioned Board meeting, which met in Berlin last March, considered and debated the implementation of its actions. Their current status is as follows:

(a) Affiliate Members Technological Platform (PLATMA).

In a survey conducted among the AMs in October 2008, they clearly asked for the development of an online space that would make it possible to exchange ideas and knowledge. To this end, it was proposed to create and promote a technological platform facilitating online communication among the AMs as well as between them and the Organization. The project is in the development phase and is backed by the technical and financial support of the company SEGITTUR, with which a collaboration agreement was signed in July 2009.

The Permanent Secretariat of the Affiliate Members initiated in August 2009 a study on all the Affiliate Members, updating and expanding the database of the AMs. Its basic objectives are:

- i. to feed quantitative and qualitative data into the “**Affiliate Members Technological Platform (PLATMA)**”;
- ii. to identify common areas of interest among the AMs in order to improve contacts and collaborative relations among them; and
- iii. to determine with greater precision where and how the Affiliate Members can collaborate more effectively in the work of the UNWTO.

(b) Publication: 'The Best of the UNWTO'

This periodical publication, which aspires to be a permanent fixture among the UNWTO's publications, will try to summarize in a practical and useful manner the Organization's doctrine and vision regarding the key issues that constitute the world tourism agenda, with the best practices created and known in the different areas of special interest for businesses, destinations and educational entities. The project has already been defined and is set to enter the execution phase.

(c) Draft revision of the Rules of Procedure of the Affiliate Members

An articulated draft has been prepared, with the active assistance of the members of the Board, in order to provide the Affiliate Members with a more consistent, orderly and up-to-date instrument that will make it possible to take on, with the best guarantees, the task of strengthening and carrying out the Affiliate Members project within the UNWTO.

(d) General Assembly–General Meeting of the Affiliate Members (Astana, Kazakhstan)

Work has been carried out for the holding of a General Meeting that is as practical and useful as possible for the AMs, without prejudice to the fulfilment of the aims statutorily provided for in this type of events.

(e) Marketing Plan

The marketing plan will respond to the needs identified in the analysis of the work of the Secretariat, with the aim of generating and projecting the best image of the Affiliate Members at the global level and to substantially increase the quality, geographical diversity and current number of Affiliate Members in the medium term. Furthermore, the conclusions and information obtained from the study currently being conducted by the Permanent Secretariat on the profile and characteristics of the AMs will offer an ideal informative foundation for the implementation the Marketing Plan on a more solid footing.

(f) World Summit of Affiliate Members

Work is being carried out for the holding of an event of high quality and great interest that will gather together all the AMs, with the objective of having a significant impact among them and on world tourism, in order to facilitate the exchange of knowledge regarding best practices and to have the opportunity to establish personal contacts with other AMs, with representatives of the UNWTO and with other global tourism organizations.

4. Other actions and internal processes

Over the past year, the Permanent Secretariat has been carrying out different actions of an internal nature aimed at improving processes for managing relations with the Affiliate Members and thus raise their level of satisfaction. Notable among such actions are:

- (a) Continual improvement of various work processes (revision of “customer service” practices, “Welcome Handbook” project, “quality service commitment” project, management of affiliate membership applications, access to the e-Library, etc.)
- (b) Updating of the design and content of the Affiliate Members website. With the aim of presenting the information in the working languages of the Organization, the Secretariat’s website has been translated into Spanish. It provides a clear exposition of the objectives pursued by the Secretariat of the Affiliate Members, its structure and current Councils. It also includes a directory of all our members, news articles and other information of interest (new publications, upcoming meetings, conferences, seminars, etc.).
- (c) Publication of new promotional materials (a new introductory brochure of the AMs, corporate folder and various other informative materials regarding membership and its benefits, materials for fairs and events of the Affiliate Members, etc.).
- (d) Intensification of communication with the Members. The volume and frequency of telephone and e-mail communications between the Secretariat of the Affiliate Members and all its Members are increasing significantly. More than 50 direct contacts have been established with potential AMs.
- (e) Information stand. A modern and attractive information stand has been created for installation at conferences and conventions.

III. OTHER ACTIVITIES, EVENTS AND MEETINGS OF THE PERMANENT SECRETARIAT AND ITS COUNCILS DURING THIS PERIOD

To complement the actions and projects mentioned in the body of the Report of the Chairman, the Permanent Secretariat of the Affiliate Members and its three Councils have carried out the following actions, events and meetings:

PERMANENT SECRETARIAT OF THE AFFILIATE MEMBERS

Events carried out and planned during the biennium 2007-2009:

- **22nd Meeting of the Board of the Affiliate Members**, Madrid, Spain, 30 January 2008
- **FITUR 2008: Seminar on “World Tourism Facts & Trends: E-Marketing in Tourism – Keeping Pace with the New Challenges”**, attended by 110 persons, Madrid, Spain, 31 January 2008
- **23rd Meeting of the Board of the Affiliate Members**, London, United Kingdom, 9 November 2008
- **4th International Seminar on “Climate Change: Solutions for the Tourism Industry”**, organized jointly with COTELCO, attended by over 120 persons, Bogotá, Colombia, 3-4 December 2008
- **FITUR 2009: International Seminar on “World Tourism Responses to the New Challenges of the Global Economy”**, this seminar drew the presence and participation of more than 200 attendees, from enterprises and various agents of the private sector from over thirty countries of the world, and enjoyed notable coverage in tourism media outlets around the world. Madrid, Spain, 29 January 2009
- **FITUR 2009: 24th Meeting of the Board of the Affiliate Members**, Madrid, Spain, 29 January 2009
- **ITB 2009: Meeting of the Working Group of the Affiliate Members**, Berlin, Germany, 11 March 2009
- **MITT Business Conference: event organized by our Affiliate Member International Trade and Exhibitions Group PLC (ITE Group PLC)**, Moscow, Russian Federation, 19 March 2009.
- **National Tourism Council of Brazil**: presentation at the event in collaboration with the Brazilian Confederation of Convention and Visitors Bureaux and the Federação Nacional de Hotéis, Restaurantes, Bares e Similares; **Meeting with Brazilian UNWTO Affiliate Members**; participation in the **4th Tourism Fair of Brazil**, July 2009
- **Round table on the role of women in the hotel and restaurant sector**, organized jointly with the Cultural, Social and Ethical Aspects of Tourism Section of the UNWTO, Madrid, Spain, 24 September 2009.
- **31st General Meeting of the Affiliate Members**, Astana, Kazakhstan, 6 October 2009
- **25th Meeting of the Board of the Affiliate Members**, Astana, Kazakhstan, 6 October 2009
- **Seminar organized by the Secretariat of the Affiliate Members**, Astana, Kazakhstan, 6 October 2009

Projects:

- Presentation at the **First International Conference on the Measurement and Economic Analysis of Regional Tourism**, (San Sebastian, October 2009) in collaboration with the Institute of Tourism Studies of Spain, with the State Company for Tourism Technology and Innovation Management (SEGITTUR) and the UNWTO Statistics and Tourism Satellite Account Section; participation in the **“International Network on Regional, Economics, Mobility and Tourism”**.

BUSINESS COUNCIL**Events:**

- Launch of the project 'Energy Solutions for Hotels' with UNEP, IHRA, EREC and ADEME. London, WTM, 12 November 2008, 90 participants
- Attendance at events in Rhodes and Montpellier to promote the above
- Regional Congress: 'Tourism: Responding to a Turbulent Economy and a Changing Climate (Sharm el-Sheik, Egypt). 170 participants.

Projects:

- Support to the programme www.climatesolutions.travel, UNWTO 2030 Vision and to the Resilience Committee.
- 'Climate Change and the Tourism Industry', study with the World Economic Forum.

Publications:

- “Joining Forces: Best practices in multi-stakeholder collaboration for sustainable tourism development”.

EDUCATION AND SCIENCE COUNCIL**Events:**

- **14th Annual Meeting of the Education and Science Council**, Madrid, Spain, 27 May 2008
- **2008 UNWTO Ulysses Conference: “Education and Knowledge Management: Meeting Future Challenges”**, Madrid, Spain, 28-29 May 2008 and **2008 UNWTO Ulysses Prize awards ceremony**.
- **Representation of the EdSCo in the opening ceremony of the University Course on Tourism and International Cooperation for Development**, Valencia, Spain, 7 July 2008 and 13 July 2009
- **Participation of the EdSCo Executive Secretary in the AMFORHT 2008 Forum**, Lisbon, Portugal, 8-12 October 2008

- **Technical participation in the *Working Session “Establishing Priorities in the UNWTO Programme of Work 2010-2011 at European Regional and Subregional Level”***, Madrid, Spain, 1-2 December 2008
- **Participation in the technical meeting of the meeting held in the context of FITUR 2009 “*Tourism Policy and Governance in the Age of Uncertainty*”**, Madrid, Spain, 27 January 2009
- **15th Annual Meeting of the EdSCo**, Madrid, Spain, 26 May 2009
- **2009 UNWTO Ulysses Conference: “*Innovation in Tourism Education*”**, 27-28 May 2009 and **2009 UNWTO Ulysses Prize awards ceremony**.
- **Participation in the opening ceremony of the 20th Anniversary of the International Academy for the Study of Tourism**, Madrid, Spain, 5 June 2009 and **participation in the biannual meeting of the International Academy for the Study of Tourism**, Palma de Mallorca, Spain, 6-11 June 2009
- **Meeting of the Chairman, Secretariat and other prominent members of the EdSCo with the SG a.i. to discuss the strategy for knowledge management in tourism in the UNWTO**, Madrid, Spain, 12 June 2009
- **Holding of the “*Working Session on the Role of Knowledge in International Organizations and UNWTO*” in the context of the 18th UNWTO General Assembly**, Astana, Kazakhstan, 5 October 2009

Projects:

- **Collaboration with the Regional Representation for Europe in the preparation of the Think-Tank on “*Tourism Policy and Governance in Tourism*”**, Madrid, Spain, 22 July 2009
- **Presentation of proposals for the EdSCo Programme of Work 2010-2011**, Madrid, Spain, September 2008
- **Collaboration with the Regional Representation for Europe in the “*UNWTO Volunteers Programme Turkey 2009*”**, Istanbul, Turkey, 14 June – 3 July 2009

Publications:

- **Launching of Volumes 1 and 2 of the EdSCo *Newsletter***, November 2007 and December 2008

DESTINATION COUNCIL

Events:

- **3rd Meeting of the Destination Council**, Berlin, Germany, 6 March 2008
- **4th International Conference on “Destination Management and Marketing: Two Strategic Tools to Ensure Quality Tourism**, Bordeaux, France, 16-17 September 2008
- **4th Meeting of the Destination Council**, Berlin, Germany, 12 February 2009
- **5th International Conference on Destination Management “Weathering the Storm of Global Recession: The Challenge for Destination Management”**, Hangzhou, China, 21-22 September 2009

Projects:

CED (Centre of Excellence for Destinations): SMED (System of Measures for Excellence in Destinations). The work has been done and the final reports presented in the Douro Valley (Portugal), Mexico City (Mexico), Cantons-de-l’Est (Canada), Andorra. The field studies have been carried out in Madeira (Portugal), Jeddah (Saudi Arabia), Chengdu (China) and Tela (Honduras). The final report will be presented at the end of 2009.

Publications:

“A Practical Guide to Tourism Destination Management”, featuring snapshot case studies illustrating the concept of destination management, as well as models and guidelines, January 2008.