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**REPORT ON IMPLEMENTATION OF THE ORGANIZATION'S GENERAL
PROGRAMME OF WORK FOR THE PERIOD 2008-2009**

Note by the Secretary-General

In the attached document, the Secretary-General reports to the General Assembly on the evaluation of the General Programme of Work for the biennium 2008-2009. This document complements the report on the programme implementation A/18/11.

**REPORT ON IMPLEMENTATION OF THE ORGANIZATION'S GENERAL
PROGRAMME OF WORK FOR THE PERIOD 2008-2009**

Introduction

1. In January 2008, the Director of Programme and Coordination (DPC), in consultation with the Programme Committee, established a number of harmonised mechanisms for evaluating the work of the Organization. Since then, feedback has been gathered from Member States after the holding of UNWTO events and after fielding technical missions. The consolidated reports on the technical events and missions evaluated during the first 18 months of the 2008-2009 biennium constitute the present document.

2. The Secretariat has also developed a series of indicators for evaluating the results of technical cooperation and ST-EP projects. Two summary schemes including the proposed indicators are also appended to this report (Annex 4). Of course, depending on the nature, extent and contents of every development assistance or ST-EP project, only a certain number of indicators are to be used in each case.

3. In addition, at the 85th session of the Executive Council (Mali, May 2009), the Secretariat presented a preliminary evaluation of the Programme of Work 2008-2009 against the indicators stipulated in the document A/17/7 Rev. (see document CE/85/4 (a) Add1). The Secretariat will conduct a full evaluation of the activities undertaken once the 2008-2009 biennium is completed, i.e. in early 2010, and a more exhaustive document will be presented to the 88th session of the Executive Council.

A. Evaluation of UNWTO Technical Events

4. Technical events are one of the most important activities of the Organization. They serve to exchange good practices, debate about trends and experiences, generate knowledge and disseminate new guidelines and technical recommendations on specific tourism issues among Member States.

5. As approved by the Programme Committee, DPC has put in place, since January 2008, a harmonised evaluation process of all UNWTO's technical events. A standard evaluation form has been distributed to participants just before the end of training courses, workshops, technical seminars and conferences. These events refer to different areas of the programme of work.

6. In addition, and following recommendations of the Programme Committee, DPC prepared a complete set of internal guidelines relative to the organization of technical events. These guidelines were distributed among all staff members in February 2009 and have been used, since then, to raise the quality of UNWTO events.

7. During the first 18 months of the current 2-year Programme, 50 UNWTO technical events have been evaluated (List in Annex 2). Some other events have not been assessed because they consisted of very short meetings (half a day or less), or their evaluation has not been taken into consideration because the level of replies from participants to the survey was very low. Some others were co-organized with institutions that have their own evaluation process. In this case and whenever possible, some elements of the assessment conducted have been included in the aggregated results. In order to get a more accurate feedback regarding UNWTO technical events in the future, the Secretariat will endeavour to raise the proportion of events evaluated, as well as the number of respondents to the evaluation process. Cooperation from Member States hosting the events is also crucial to raise the level of replies.

8. The present report summarizes the opinions of around 1,250 participants in UNWTO events. It follows the structure of the evaluation form distributed during these events, presenting the aggregated statistical results and summing up the main comments expressed.

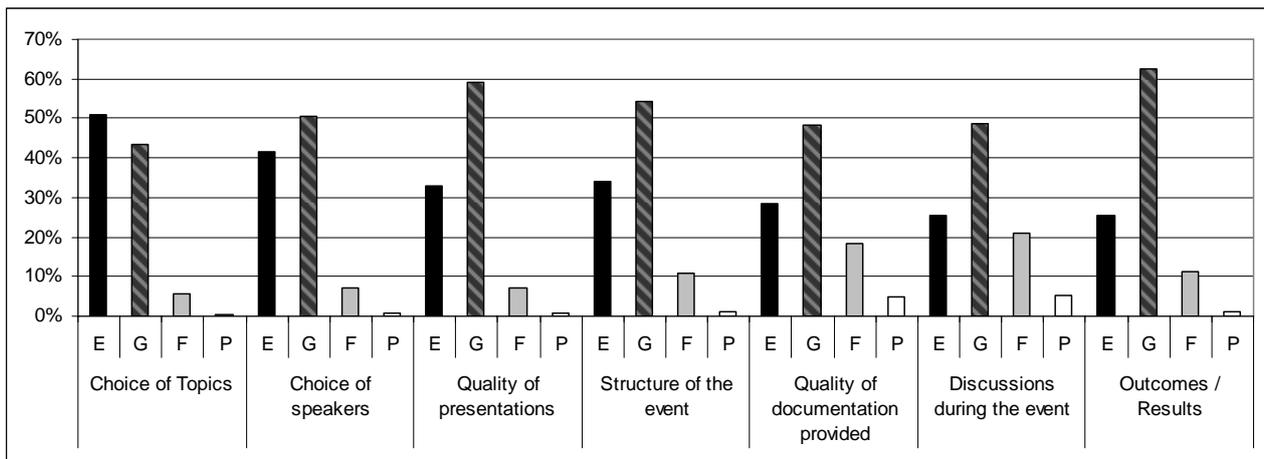
9. Among the 50 events evaluated, eight events regarding education (Practicum, Tedqual Programmes and Themis courses for officials) required a specific format questionnaire. The assessment of these eight events is presented separately in Annex 1.

10. **Professional background of respondents** to the evaluation surveys:

NTA officials	Other governmental agencies	Local governments	Private sector or Business Association	University Research institute	Inter-governmental Organization or Institution	NGO	Media	Other or not specified
32%	14%	6%	15%	4%	6%	9%	3%	10%

More than half of respondents work for a national or local government agency, which is the priority audience of the Organization. An additional 19% belong to the category of Affiliate Members of the Organization. The sample group of respondents can be, therefore, considered as representative of UNWTO membership.

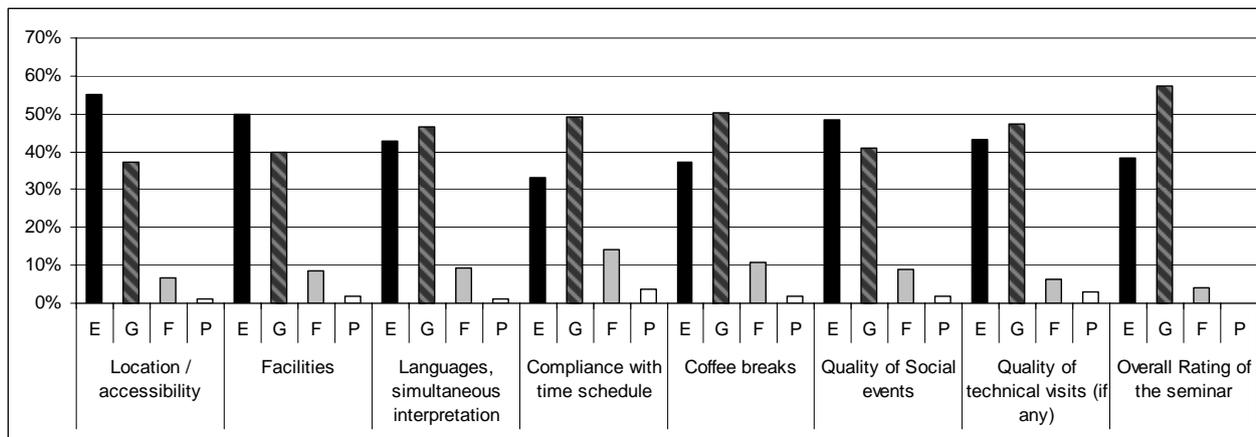
11. The following graph summarises the results of the evaluation concerning the **contents and structure** of UNWTO events:



Legend: E: excellent, G: good, F: fair, P: poor

The results are globally positive and a large majority of participants have found that these technical events are of excellent or good quality, helping them and the institutions in which they work to advance and improve. However, two aspects will require more efforts from the Secretariat, namely: "Quality of documentation provided" and "Discussions during the events". The guidelines on the preparation of UNWTO technical events issued in early 2009 will progressively help the Secretariat to overcome these challenges and further improve these UNWTO important activities.

12. The following graph provides a summary of the evaluation of the **logistical aspects** of UNWTO events:



Legend: E: excellent, G: good, F: fair, P: poor

Here again, the general appreciation by participants is very good, but some improvements should be made regarding mainly the “compliance with the time schedule” of the events. The guidelines for speakers, moderators and chairpersons are very clear in this respect and should contribute to improve UNWTO technical events.

13. When asked to give a **global evaluation of the event**, participants answered the following:

	Excellent	Good	Fair	Poor
Overall rating of the event	38%	57%	4%	0%

Although this result is quite unambiguous (96% of “good” or “excellent” opinions), since it shows that events are very well perceived, the aim of the Secretariat will be to increase the proportion of participants rating the UNWTO events as “excellent”.

14. To the following question: In terms of your current and future professional activities, how useful was the event? participants answered the following and confirmed the positive overall rating they gave in the previous point:

Very useful	Useful	Marginally Useful	Not Useful
49%	45%	6%	0%

15. Participants responding to the survey also listed the **main strengths and weaknesses** of the events. Their replies are summarised below (more common replies are highlighted in bold):

- Strengths
 - **Good value of the technical information received**
 - **Exchange of good practices and ideas**
 - International participation and **networking for future cooperation**
 - **Quality of speakers and presentations**, and of moderators
 - **Choice of topics** (sometimes innovative) and the good covering of them
 - Concrete outputs (common declaration or plan of action, awareness-raising on the importance of tourism)

- Weaknesses
 - **No circulation, or late distribution, of papers and other documents** before and during the event. It is very difficult for participants to get prepared in due time
 - **No small working groups**
 - **Bad time management:** presentations too long and **debate sessions too short.** The quality of the moderators is crucial in this matter
 - Lectures too abstract, **lack of concrete cases**
 - Duration of the event not always adapted to the importance of the subject (too long or **too short**)
 - Lack of use of PowerPoint presentations. Presentations of all individual participants should be in written form.
 - Lack of participation from private sector, from education sector or from other important stakeholders (e.g. communities)
 - Impression of *déjà vu* from previous seminars. A continuity should be ensured from one event to the following

16. In addition to those already expressed before, the following **improvements** have been recommended by respondents **for future events**:

- **More time for debate**
- **Events should be solution-oriented and focus on outputs.** The attendance of decision-makers is essential in this regard
- **Working documents should be sent to participants before the event**
- **All presentations should be systematically posted after the event on UNWTO website** and/or distributed on USB keys
- In addition to the events' documents, a list of reference papers and books should be distributed

The Secretariat will take these results into account in a continuous manner in preparing future technical events.

17. To the question: Would you recommend a similar technical event to your peers? participants answered very positively:

Yes	Maybe	No
95%	2%	3%

18. Almost all participants (98%) think UNWTO should keep proposing this kind of events, which is a good indicator of success.

19. The UNWTO Secretariat would like to seize this opportunity to thank all NTA officials and other people attending UNWTO technical events who kindly participated in this evaluation process.

B. Evaluation of UNWTO Technical Missions

20. During the first 18 months of the biennium 2008-2009, 94 evaluation forms (corresponding to 94 experts involved in 89 missions) have been sent to the following 51 Full and Associate Members that have received a short technical mission from UNWTO in this period (some countries have received more than 1 mission):

- **Africa (27 missions):** Benin, Botswana, Burkina Faso, Cameroon, Côte d'Ivoire, Kenya, Mali, Morocco, Mozambique, Niger, Rwanda, Senegal, Seychelles, South Africa, Tanzania, Togo and Tunisia
- **Americas (22):** Argentina, Aruba, Bolivia, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Nicaragua, Panama, Peru, Puerto Rico and Uruguay

- **Asia (19):** China, India, Indonesia, Laos, Malaysia, Nepal, Thailand and Vietnam
- **Europe (5):** F.Y.R.O. Macedonia, Kazakhstan and Slovakia
- **Middle East (16):** Bahrain, Egypt, Oman, Palestine, Qatar, Saudi Arabia and Yemen

21. Up to 30 June 2009, DPC has received only 24 replies from the following countries: Argentina, Botswana, Colombia, Costa Rica, El Salvador, Honduras, Indonesia, Malaysia, Oman, Peru, Puerto Rico, Qatar, Saudi Arabia, Seychelles, Slovakia, South Africa, Thailand and Yemen. A list of the corresponding missions evaluated is appended to this report (Annex 3).

22. The senior positions of the officials who filled in the forms demonstrate that the evaluation process has been conducted at a high political level (e.g. Deputy Minister, Chief State Counsellor, Tourism Secretary, Director General, Executive Director or Vice-Minister Assessor) or at a high technical level (e.g. statistics specialists, tourism development officers, economists); therefore, the evaluation can be considered as fully reliable.

23. The evaluation of these missions can be summarised as follows:

	Excellent (%)	Good (%)	Fair (%)	Poor (%)
Definition of terms of reference (ToRs)	44	44	12	0
Consultant or UNWTO official	64	32	4	0
Respect of timing and planned itinerary	40	48	8	4
Quality of briefing meetings:				
▪ At the beginning of the mission	50	38	12	0
▪ During the mission	46	46	4	4
▪ At the end of the mission	40	52	4	4
Overall rating of the mission	40	52	8	0

The results shown in the above table are globally positive, especially regarding the “Choice of the consultant, or UNWTO official”, who conducted the missions. However, improvements have still to be made when carrying out the mission activities *in situ* (“Respect of the itinerary” and “Briefing meetings”, especially during and at the end of the mission). Comments gathered from the replies received confirm this fact: e.g. mention is made of the lack of support material and of the difficulties to respect the schedule of meetings planned in the ToRs. These two points require cooperation from Member States benefitting from the missions.

24. The countries answering the survey have listed **the main strengths and weaknesses of the missions as follows:**

- **Strengths:**
 - The opportunity to involve more partners in the process or to confirm their commitment
 - The exchange of views among stakeholders involved
 - The progress obtained in some technical issues and the recommendations to follow in the future

- The human quality of the consultant and her/his knowledge
 - The possibility to personally meet UNWTO officials and to be informed about UNWTO activities
 - The opportunity to directly get materials from UNWTO
- **Weaknesses:**
 - The lack of time for arranging meetings and activities
 - The divergence of methodology or misunderstanding between NTA officials and the UNWTO consultants
 - The language barrier with locals who do not speak one of the UNWTO official languages
 - The difficulty to mainstream the local results of the mission to a broader area
 - The need for more experts or UNWTO officials for this type of mission

25. When asked: How would you rate the direct usefulness of the mission for your work?, respondents answered as follows:

Very useful	Useful	Marginally Useful	Not Useful
48%	36%	16%	0%

26. When asked if the mission fulfilled its objectives, respondents answered the following:

Exceeding expectations	Fully	Partially	Not at all
8%	75%	17%	0%

Regarding the two previous questions, some NTA officials indicated that they first need to see the final results of the actions undertaken during the mission, including the report, to make a final judgement. In order to take this comment into account, DPC consults with the technical department/section or regional representation in charge of the different missions with the aim of knowing when it would be appropriate to send the evaluation form to the corresponding countries. Most of the time, evaluation forms have to be sent some months after, which explains why the last missions evaluated that are reported in this document were carried out in March 2009.

27. The same remark applies to the replies to the following questions:

a. Was the mission worth your time and effort?:

Yes	Not sure yet	No
92%	8%	0%

b. Would you recommend a similar technical mission to your peers?:

Yes	Not sure yet	No
80%	20%	0%

28. Finally, **the following improvements have been recommended by respondent countries to UNWTO for future missions:**

- The preparation of the mission itinerary, ToRs and materials should be done in cooperation with all stakeholders involved in order to (a) optimize the time spent by the expert in the country, (b) ensure that all stakeholders are available and (c) harmonise expectations among different bodies
- The length of the mission should be increased, especially when technical visits on the ground are needed or in order to agree on a first draft of the report

- If time cannot be increased, more experts are needed
- UNWTO officials or experts should be better informed on working practices and hierarchical systems in the countries where the missions are to be undertaken
- Future missions should have more concrete and innovating contents and focus on training the trainers

The Secretariat will take these recommendations into account, but would like to underline that most of them suppose an increase of financial and human resources. Once again, fund-raising appears to be **a crucial issue** in order to improve development assistance activities.

29. The UNWTO Secretariat would like to seize this opportunity to thank officials of NTAs' or other organizations who participated in this evaluation process.

Annex 1: Summary of the Evaluation of Education Events

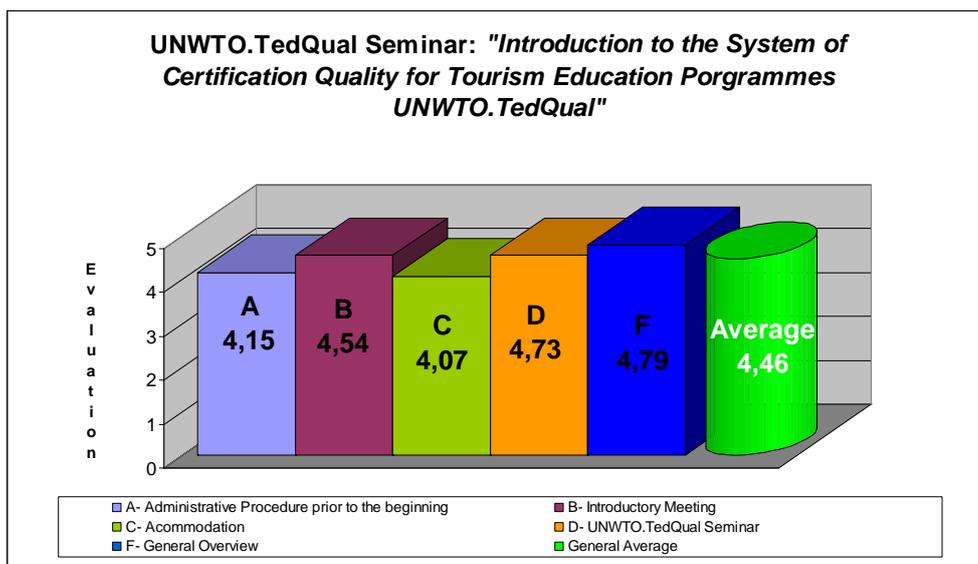
30. The present annex summarizes the evaluation of the eight education events listed below. The full evaluation of these events, as well as those of the other UNWTO events evaluated in this document, are available and can be requested by UNWTO Members.

1. UNWTO.TedQual Seminar: "Introduction to the System of Certification of Quality for Tourism Education Programmes UNWTO.TedQual", Astana, **Kazakhstan**, May 2008
2. UNWTO Capacity Building Course on Tourism Policy and Strategy for Officials from the Ministries of Tourism of Iraq and Palestine, Amman, **Jordan**, May 2008
3. UNWTO Education and Training Practicum, **Andorra** and Madrid, **Spain**, June 2008
4. UNWTO Course – Excellence in Tourism Marketing Management, Salta, **Argentina**, June 2008
5. UNWTO Education and Training Practicum, **Andorra** and Madrid, **Spain**, October 2008
6. UNWTO Course on Sustainable Development of Tourism: Management Policies and Tools, Zacatecas, **Mexico**, November 2008
7. UNWTO Course on Tourism Policy and Strategy: Management Tools for Implementation and Control, San Salvador, **El Salvador**, November 2008
8. UNWTO Education and Training Practicum, **Andorra** and Madrid, **Spain**, May 2009

31. The **UNWTO.TedQual Seminar on Tourism Education Programmes** (Astana, Kazakhstan, May 2008) was co-organised with the Themis Foundation and contributed to the training of 31 participants. At the end of each module, participants were requested to fill in an Evaluation Questionnaire in order to obtain their opinion about the different aspects of the activity. The participants were asked to indicate their agreement with statements using an evaluation code from 0 to 5, with:

- a. "0" = display of "total disagreement" and
- b. "5" = display of "total accordance" with the statements.

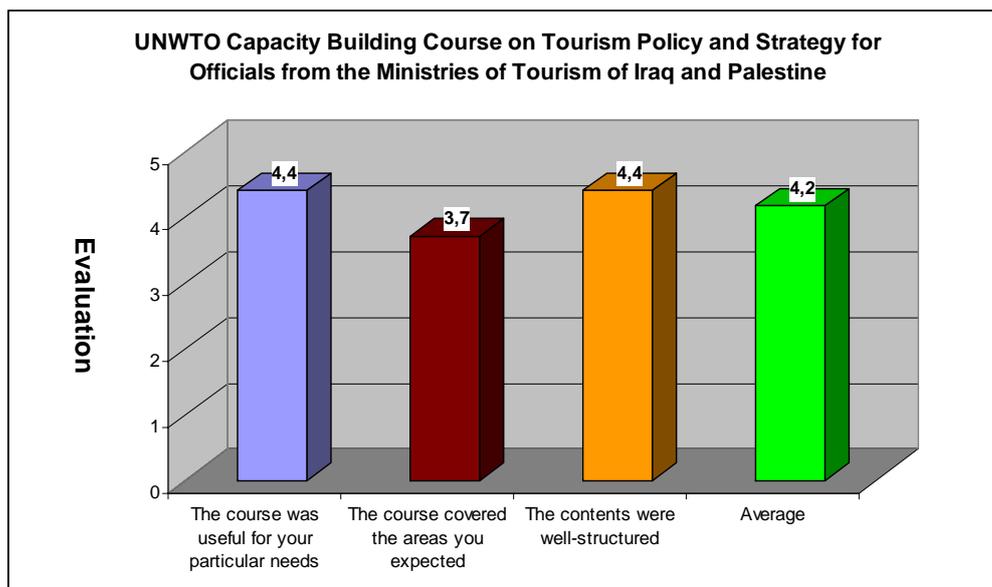
32. The global evaluation of the seminar, based on the questionnaires, is very positive and is summarized in the following graph:



Note: - Averages are rounded values.
 - The general average of the course appears as the result of all the total averages of the evaluated aspects.

33. The **UNWTO capacity-building for Iraq and Palestine** (Amman, Jordan, May 2008) course was attended by 24 officials from Iraq and Palestine. The knowledge these officials gained during the course in various tourism areas (tourism policy, tourism planning and development, etc.) was measured and results show that all participants felt that they gained knowledge.

34. Global aspects evaluated during the course are reproduced in the following graph (the evaluation code used is the same as the one explained in point 4). Qualitative aspects are not quoted here, but can be requested from DPC:

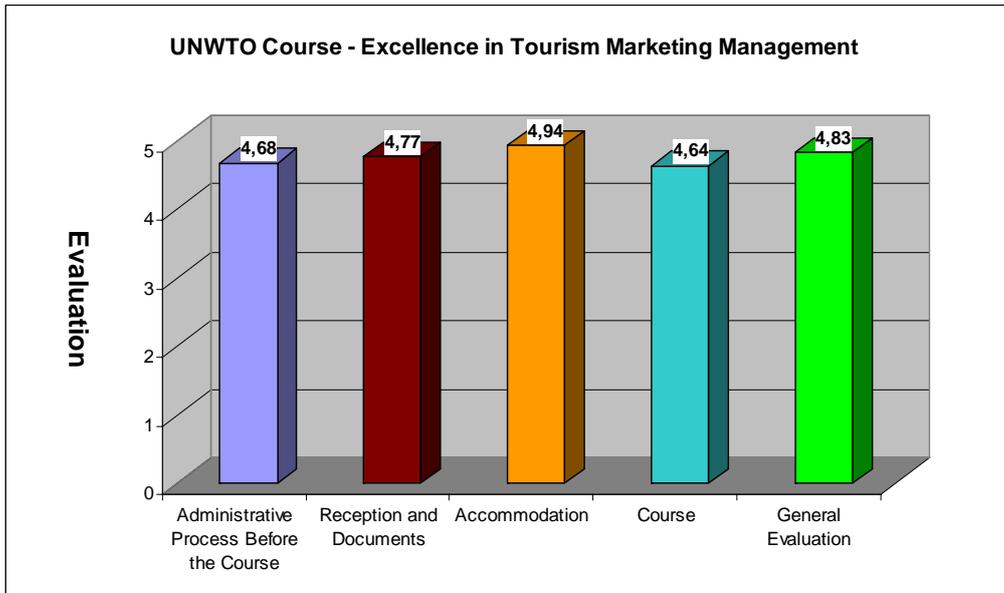


35. The **UNWTO-Themis Practicum** (Barcelona and Madrid, Spain, and Andorra, June 2008) was attended by 22 officials. It is a long activity (14 days) and its evaluation is complex, taking into account many logistical aspects and a wide variety of areas dealt with by UNWTO or Themis experts. The DPC recommends that interested Members consult the complete evaluation document (10 pages) co-prepared by UNWTO and the Themis Foundation.

36. The global evaluation of this activity is very positive, as shown by the following summary table:

UNWTO-Themis Practicum	Excellent	Good	Fair	Poor
Logistics				
Overall rating of course organization	17 (77%)	5 (23%)		
Contents/structure				
Overall rating of contents/structure	16 (73%)	6 (27%)		

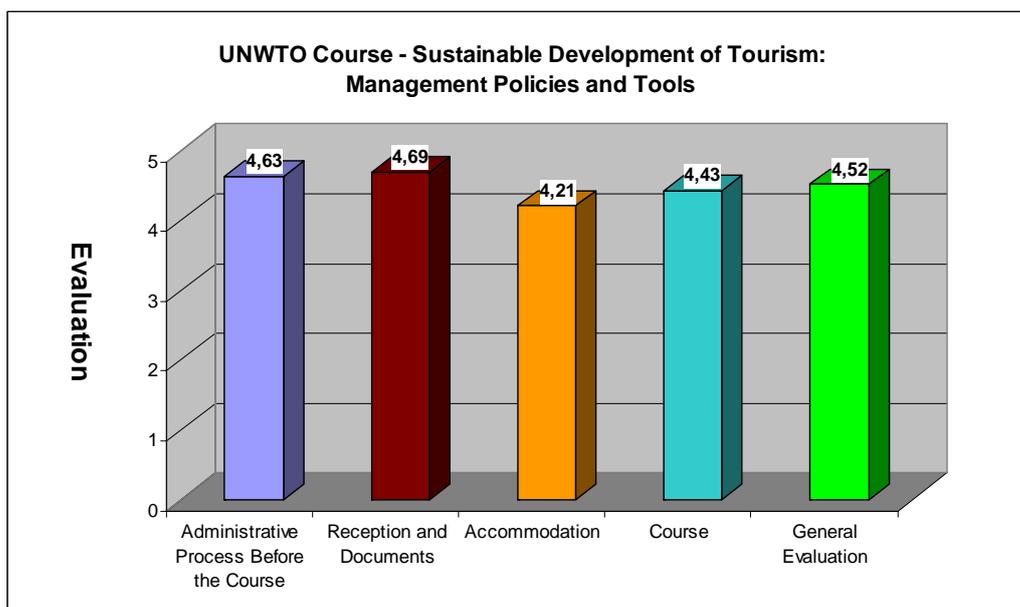
37. The **UNWTO-Themis Marketing Course** (Salta, Argentina, June 2008) was attended by 37 participants and covered a range of different areas, such as marketing planning, market policies, product development, Business plan for tourism destination, etc. The global evaluation of the course, based on the questionnaires is very positive and is summarized in the following graph:



38. The **UNWTO/Themis Practicum** (Andorra and Madrid, Spain, October 2008) included a Seminar on Operational and Strategic Marketing and was attended by 17 officials coming from 17 Member States from Africa, Americas, Europe and Middle East. The global evaluation of this activity is very positive, as shown in the following summary table:

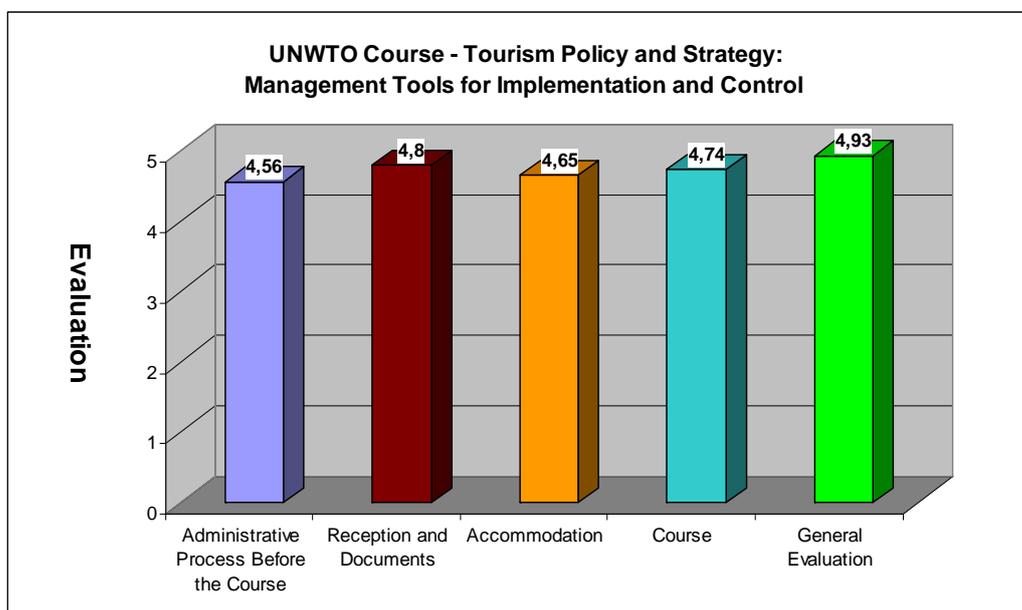
UNWTO-Themis Practicum	Excellent (%)	Good (%)	Fair (%)	Poor (%)
Overall rating of the Seminar	44	56	0	0
Overall rating of other parts of the Practicum	44	44	12	0

39. The **UNWTO Course on Sustainable Development of Tourism** (Zacatecas, Mexico, November 2008) was attended by 43 officials from seven Latin American countries. The global evaluation of the course, based on the questionnaires is very positive and is summarized in the following graph:



Legend: "0" = lowest evaluation and "5" = highest evaluation

40. The **UNWTO Course on Tourism Policy and Strategy** (San Salvador, El Salvador) was attended by 28 officials from six Latin American countries. The global evaluation of the course, based on the questionnaires is very positive and is summarized in the following graph:



Legend: "0" = lowest evaluation and "5" = highest evaluation

41. The **UNWTO/Themis Practicum** (Andorra, Barcelona and Madrid, Spain, May 2009) included a Seminar on crisis Management and was attended by 23 officials coming from 23 Member States from all regions. The global evaluation of this activity is positive, as shown in the following summary table:

UNWTO-Themis Practicum	Excellent (%)	Good (%)	Fair (%)	Poor (%)
Overall rating of the Seminar	29	56	15	0
Overall rating of other parts of the Practicum	32	51	17	0

42. The UNWTO Secretariat would like to take this opportunity to thank all NTA officials and other people attending UNWTO technical events who kindly participated in this evaluation process.

Annex 2: List of UNWTO technical events evaluated (1 January 2008 – 2 July 2009)

2008

January	<p>Seminar during FITUR on Efficient Commercial Presence in Outbound Tourism Markets - Madrid, Spain</p> <p>Round Table during FITUR on Tourism and the Doha Development Round - Madrid, Spain</p> <p>Seminar during FITUR on World Tourism Facts and Trends, and on e-Marketing in Tourism – Keeping Pace with the New Challenges – Madrid, Spain</p>
February	<p>Seminar on Tourism Marketing Trends, Challenges and Opportunities -Vilnius, Lithuania</p>
March	<p>UNWTO Training Course on “How to Promote Tourism” for Diplomats and Civil Servants - Baku, Republic of Azerbaijan</p> <p>9th Iber-american Encounter on TSA - Antigua, Guatemala</p> <p>Workshop on Data Collection, Analysis and TSA - Hanoi, Vietnam</p> <p>Workshop on Marketing - Hanoi, Vietnam</p> <p>Seminar on Tourism Marketing and Statistics - Bandar Seri Begawan, Brunei</p> <p>International Conference on Sustainable Tourism Management at Heritage Sites - Hungshan, China</p>
April	<p>Workshop on Marketing and Communication Strategy - Bali, Indonesia</p> <p>1st workshop of TSA Capacity building programme - Vienna, Austria</p> <p>Capacity-building seminar on Climate change adaptation and mitigation in the tourism sector - Oxford, United Kingdom</p> <p>Capacity building workshop on risk crisis management – Muscat, Oman</p>
May	<p>Workshop on the Development of a National Tourism Marketing Strategy for Ghana</p> <p>UNWTO.TedQual Seminar on “Introduction to the System of Certification of Quality for Tourism Education Programmes” - Astana, Kazakhstan</p> <p>Regional Seminar on “How can marketing techniques contribute to enhance African destinations? - Abuja, Nigeria</p> <p>Technical Seminar on Tourism Policy and Human Resources Issues - Prague, Czech Republic</p> <p>UNWTO Capacity Building Course on Tourism Policy and Strategy for Officials from the Ministries of Tourism of Iraq and Palestine - Amman, Jordan</p> <p>Regional Seminar-Workshop on “Tourism and Handicrafts: Two Keys Sectors to Contribute to Poverty Reduction and Economic Development in Africa”, Accra, Ghana</p>
May - June	<p>Practicum - Andorra and Madrid, Spain</p>
June	<p>ETC-UNWTO Joint International Seminar on e-Marketing for Tourism Destinations, Budapest, Hungary</p>
September	<p>International Conference on Challenges and Opportunities of Sustainable Tourism Development in the Arab World, Amman, Jordan</p>

- ETC / UNWTO Joint International Seminar on Tourism Forecasting and Strategic Planning, Vienna, **Austria**
- Fourth International Conference on Destination Management and Marketing: Two Strategic Tools to Ensure Quality Tourism, Bordeaux, **France**
- Third International Conference on Tourism and Handicrafts, Lima, **Peru**
- Think Tank - World Tourism Day 2008, Lima, **Peru**
- October Workshop on Tourism Value Chain Analysis, Tirana, **Albania**
- Workshop on Developing Tourism Statistics and the Tourism Satellite Account (TSA) Project, Cebu, **Philippines**
- Practicum, **Andorra** and Madrid, **Spain**
- November UNWTO Course on Sustainable Development of Tourism: Management Policies and Tools, Zacatecas, **Mexico**
- Seminar on Ecotourism and Protected Areas in Africa: Contributing to Community Development and Conservation, Maputo, **Mozambique**
- UNWTO Course on Tourism Policy and Strategy: Management Tools for Implementation and Control, San Salvador, **El Salvador**
- December Statistics Capacity-Building Programme for Europe: 2nd Workshop, Vienna, **Austria**
- Conference on Climate Change: Solutions for the Tourism Industry, Bogota, **Colombia**
- Second Tourism Trends and Outlook Conference, Guilin, **China**
- 2009**
- January Seminar/workshop for Saudi Arabia on Tourism Destination Management: Strategies and Actions for Competitiveness, Farasan Island, **Saudi Arabia**
- Seminar of the Affiliate Members on "World Tourism: Responding to the New Challenges in the Global Economy", FITUR, Madrid, **Spain**
- February Second workshop of the Capacity-building Programme on Tourism Statistics for Africa, Pretoria, **South Africa**
- March Conference on increasing Tourist Flows between Asia and the Middle East, Tehran, **Iran**
- Technical Seminar on "the effects of the economic crisis on European Tourism: challenges and Responses, Baku, **Azerbaijan**
- Fifth International Conference on Tourism Statistics: Tourism, an Engine for Employment Creation, Bali, **Indonesia**
- April Seminar on "How can African Destinations make the most out of 2010?" Yaoundé, **Cameroon**
- International Seminar on Business management Support for Tourism Micro, Small and Medium-sized Enterprises (MSMEs), Mendoza, **Argentina**
- May Practicum - **Andorra** and Madrid, **Spain**
- June Training Seminar "Coastal Tourism in the Mediterranean: Adapting to Climate Change, Cagliari, **Italy**
- 3rd UNWTO Asia/Pacific Executive Training Program, Langkawi, **Malaysia**
- Regional Workshop on Tourism Statistics, Vientiane, **Laos**
- ETC/UNWTO joint international seminar on tourism destination branding, Stockholm, **Sweden**
- 3rd workshop of the Statistics Capacity-building Programme, Vienna, **Austria**
- 1-2 July Regional Seminar on the Statistics Capacity-building Programme, Vienna, **Austria**

Annex 3: List of UNWTO technical missions evaluated (1 January 2008 – 30 June 2009)

2008

February	Activities in the UNWTO programme of work in Europe, Slovakia Monitoring Data Compilation - Pang Na Province, Thailand Preparation of the International Conference on Tourism and Handicrafts, Peru
March	Anse Royale Ecotourism Project, Seychelles TSA Project for Central America, Costa Rica
April	UNWTO Assessment to IMT-Growth Triangle Sub Regional Project, Medan, Batam, and Tanjung Pinang, Indonesia UNWTO Assessment to IMT-Growth Triangle Sub Regional Project, Thailand TSA Project for Central America, El Salvador TSA Project for Central America, Honduras
May	Study Mission to Perlis, Langkawi and Negeri Sembilan, Malaysia Formulation of Tourism Satellite Account, Qatar
June	Organisation and delivering of the Course on excellence in tourism Marketing Management, Argentina Capacity building Programme on Tourism Statistics, South Africa
August	Follow up mission (to the 2006 mission) for the setting up of an Information and Documentation Resources Centre within the NTA, Argentina Frontier Statistics, Colombia Tourism Statistics and TSA, Puerto Rico
September	Risk and Crisis Management, Yemen Avian and Human Influenza Simulation Exercise, Thailand
October	Human Resource Development Needs Assessment and Programme, Saudi Arabia

2009

February	3 rd project mission to develop a Tourism Satellite Account, Oman Development of Community-Based tourism through a Community Resilience Programme, Botswana (two evaluation replies received on two different aspects of the mission)
March	Tourism labour market study, Oman Training on data collection for officials of Ministry of Tourism and Sport, Thailand Revision of the Sustainable Tourism Development Strategy 2009-2013, F.Y.R.O. Macedonia

Annex 4: Evaluation indicators for development assistance projects undertaken by UNWTO

Development assistance projects undertaken by UNWTO are always funded by external parties, in line with UNWTO statutes and financial rules. Projects vary widely in nature, objectives, coverage, extent and duration, sometimes depending on the conditions imposed by the funding source. Therefore, the evaluation of results and impacts cannot be fully standardised, and the list proposed below intends to provide a guideline for evaluation, which will need to be adapted in each case to suit the particular conditions of each project. The dissemination of these indicators in advance of each project, and probably even at the formulation stage, will also help to better focus the projects and to structure them in such a way so as to maximise final impacts.

OUTPUTS	OUTCOMES	IMPACTS
<ul style="list-style-type: none"> • Extensive stakeholder consultations (overview of consultation workshops/meetings and number of participants); • Number of professionals from public and private sector trained in various aspects of¹: <ul style="list-style-type: none"> -planning and development -marketing and promotion -human resource development -sustainable development -plan implementation procedures -review and monitoring -crisis management -investments -legislation and regulation -public-private partnerships; • Master Plans / Strategic Plans finalised and approved; and • Action Plans finalised, approved and implementation commenced. 	<ul style="list-style-type: none"> • A well-trained manpower in public and private sector to operate and manage the sector on a day to day basis; • Greater integration of tourism in national/regional economic development strategies and plans • Increased allocation of public funds to the sector; • Capacities gained utilised for implementing Master Plans / Strategic Plans with due emphasis on quality in accordance with the prescribed Action Plans; • Percentage of recommendations of Master Plans / Strategic Plans implemented on the ground; • A mutually trustworthy and healthy public-private sector partnership; • Increased involvement of local communities in tourism planning processes (overview of consultations held with communities and the way their inputs have been used). 	<ul style="list-style-type: none"> • Increase in number of international tourist arrivals; • Increase in number of domestic tourist arrivals; • Increase in average length of stay; • Increase in average <i>per capita</i> daily expenditure; • Higher profitability for tourism SME's and family-owned enterprises; • Number of direct and indirect jobs created; • Enhanced contribution of the sector to the country's/destination's GDP; • Higher foreign/domestic investments in tourism-related projects; • New or improved general service infrastructure available at the destination (transport, water, electricity, etc); • Better preservation of cultural heritage, tangible and intangible; • Better conservation of natural areas and biodiversity.

¹ The list is only illustrative

Evaluation indicators for ST-EP projects

OUTPUTS	OUTCOMES	IMPACTS
<ul style="list-style-type: none"> • Completion of studies such as training needs analysis, market studies and strategies, value chain analysis; • Number of consultation meetings held to produce and/or disseminate the studies and number of participants (disaggregated by gender); • Number and type of specific training courses provided and number of participants (disaggregated by gender); • Number and type of SME's and CBTE's receiving business development services in areas such as business planning, quality products development, effective marketing techniques and networking; • Number and type of tourism products developed and/or improved with project funds (specify eligibility criteria when related to project revolving fund); • Number and type of promotional materials and activities carried out (specifying participants when related to events); • Number and type of micro finance institutions identified that can provide loans to tourism SMEs; • Number and type of possible linkages between local producers and tourism enterprises identified; and • Collection scheme for tourist donations established. 	<ul style="list-style-type: none"> • Examples on enhanced governance and community decision making through tourism; • Examples of best practices applied by trainees after receiving training; • Percentage of trainees formally working/involved in tourism and their position: guides, artisans, waiters, suppliers, etc (disaggregated by gender); • Percentage of trainees that maintain their job or have improved their position (disaggregated by gender); • Number of business plans developed; • Number and type of products developed and/or improved after through obtaining micro-credits; • Number of tourists consuming the available products and services; • Number of TOs selling the products; • Level of tourist satisfaction with regard to product quality; • Commercial agreements developed for the provision of local goods and services to tourism enterprises by SME's/poor families; and • Number and type of community development projects supported through a tourism donation scheme, or taxes and levies on tourism expenditures. 	<ul style="list-style-type: none"> • Local economic development and increase of tourism income that flows to poor families: <ul style="list-style-type: none"> A) Number of direct beneficiaries in accordance with ST-EP mechanisms: <ol style="list-style-type: none"> 1) Employment in large tourism enterprises 2) Supply of goods and services to tourism enterprises 3) Direct sale of goods and services to visitors 4) Running of tourism MSME's and community based enterprises; B) Number of indirect beneficiaries in accordance with ST-EP mechanisms: <ol style="list-style-type: none"> 5) Tourism tax of levy benefitting the poor 6) Voluntary giving/support 7) Infrastructure stimulated by tourism benefitting the poor • Job and income generating opportunities created; specifying opportunities created for women and youth; and • Tourism income generated in a destination and tourism sector's contribution to the destination's GDP.