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Report of the Chair of the Affiliate Members

I. INTRODUCTION

The time period to which this report refers has been characterized, among other circumstances, by:

- (a) Stability in the management of the Affiliate Members Programme (hereinafter, AMP), favoured by the decisions adopted by the Board at the meeting held in Berlin in the month of March 2010, stemming from the document presented at that meeting by the Secretary-General, which set forth a clear strategic course for the Affiliate Members.
- (b) A difficult global economic situation that, although it has not yet totally cleared up in all its aspects, shows better conditions for the world tourism sector than the situation at the same dates two years ago.

II. GENERAL SITUATION OF THE AFFILIATE MEMBERS

1. A quantitative and qualitative approach

The number of Affiliate Members (AMs) is currently 395. During this period, very significant new members have joined, which will considerably strengthen our Organization.

The current AMs of the Organization constitute an enormously valuable asset for supporting and projecting the principles of the UNWTO.

Today, we can feel satisfied with the strong sense of commitment of the aforementioned entities to the best values of world tourism. At the same time, their diversity, prestige and good practices connect us with the best management which they represent. But we need to continue to advance with a firm step in order attain greater representative capacity of this group, a more balanced geographic presence and fresh impetus from new organizations that share our missions and our objective.

The geographic distribution of the Affiliate Members is as follows:

- Africa: 28
- Americas: 89
- Asia-Pacific and South Asia: 38
- Europe: 221
- Middle East: 19

They cover the following areas: convention organization (2), theme parks (3), labour unions (3), youth tourism (4), research (5) communications media (8), tour operators (10), fair/exhibits (14), transport (14), travel agencies (18), hotels (21), destination management and management of cultural heritage (24), consultancies (40), professional associations (45), national, regional, local and municipal promotion boards (56), universities (102), and others (26).

In 2010 there were 27 new members and in 2011 another 28 joined, coming from all five regions into which our Organization divides its work.

The AMs are advanced organizations, they have the projection and the predisposition to act globally, and are highly interested in sharing their work and experience. In this regard, the figures given below are significant:

- 67% of the AMs organize conferences or events relevant to the sector
- 75% regularly attend the major fairs of world tourism
- 50% have identified nearly 300 best practices that can be useful for the rest of the AMs
- 78% participate actively in strategic alliances or professional associations
- The AMs cover 76 countries
- 65% take part in transnational networks
- 70% operate in more than one country
- 20% operate in all regions of the world

The expectations of the AMs upon their entry into the UNWTO are the following:

- Exchange of knowledge, experience and good practices
- Backing and support on the part of the UNWTO (links, partnerships, sense of belonging, governmental contacts, reputation, etc.)
- Qualified information on markets and major issues on the world tourism agenda, and
- Access to tools and organizations that promote sustainable tourism.

In order to properly harness this strong potential for collaboration both with the Organization as well as among themselves, the AMP has to appropriately channel these expectations and provide the most suitable solutions. This has been addressed in good measure by the 2010-2011 Programmes of Work.

2. Our commitments to the Affiliate Members

Knowing the profile, characteristics and expectations of the Affiliate Members not only allows the AMP to prepare a Work Plan adapted to their real needs, but also creates an excellent foundation in order to both reaffirm our commitments vis-à-vis the current AMs, as well as to encourage the membership of new enterprises, universities, associations and other entities that have not yet joined our Organization.

To this end, we must renew our commitments, which are basically centred on:

- Gearing our actions in favour of the United Nations Millennium Development Goals and the UNWTO Global Code of Ethics for Tourism, and
- Providing specialized services and making available to our AMs the tools, services and activities that enable them to share knowledge, ideas and best practices.

Moreover, we have to continue to expand these messages, using various means, to explain the main reasons for joining the UNWTO:

- To show a clear commitment to tourism that is sustainable, ethical and socially responsible, and which contributes to the economic and social development of this activity,
- In order to come together and be globally connected to the large network of non-government organizations of world tourism, sharing knowledge, innovation and best practices, and
- To orient the policies of organizations, enterprises and entities towards improving their competitiveness and job creation.

3. **Strengthening relations to activate mutual collaboration**

Consequently, one fundamental priority of the AMP when establishing relations with our AMs responds to the need to strengthen this group's sense of belonging in the Organization and to reinforce systems of mutual collaboration.

From another perspective, the practice introduced of favouring as many personal contacts as possible with the AMs and to offer concrete channels and proposals for collaboration in all possible areas of the Programme of Work should result in, sooner rather than later, higher levels of stability and loyalty among the current AMs.

As a result of this approach and of the work carried out by the entire team that supports the AMP and by the rest of the Programmes of the Organization, we can affirm that at this time, the percentage of active AMs is higher than at any time in the past.

With practically each and every one of the new AMs that joined our Organization over the course of 2010 and 2011, there have already been real and positive opportunities of collaboration, and in this way they have been given a good reception and integration within the UNWTO. But this path should be reinforced in the immediate future, vis-à-vis both current and future AMs. It would be the best formula for significantly reducing the percentage of periodic withdrawals registered in the past.

III. **THE 2010 AND 2011 PROGRAMMES OF WORK**

1. **New orientation**

In terms of the management of the AMP, this period has been of special interest, given that concurrently with the progressive implementation of the process initiated in the first half of 2010 for greater integration and regionalization of the Affiliate Members, the ordinary implementation of the 2010 Programme of Work was carried out while that corresponding to 2011 was approved and began to be implemented.

Work Plan 2010 aimed at **improving competitiveness**, as a strategy that favours the best management and marketing of the tourism sector and of **sustainability**, in order to ensure lasting tourism development that increases the contribution of tourism to national economies and to the achievement of the Millennium Development Goals.

In this context, Work Plan 2010's main objectives were the following:

- (a) To advance in the integration of the AMs within the Organization as a whole, increasing its progressive regionalization,
- (b) To contribute to maximizing the capacity to offer services to the AMs of the UNWTO, tailored to their real needs and exceeding their expectations,
- (c) To advance in the orientation of the AMs as a privileged locus for public-private partnership, participation, and the exchange of the best world tourism knowledge, and
- (d) To increase the number of AMs.

Moreover, the 2010 Plan was systematically organized into six major areas: Research and Publications; Seminars; Meetings and Forums; Marketing; Knowledge Management, and Internal Management.

A good example of the usefulness of unifying strategies and active collaboration between the Regional Programmes and the AMP was the holding of the “1st Meeting of Latin American Affiliate Members” in Foz do Iguaçu, Brazil, last 8-9 June, which offered an integrated and effective response to the participating Affiliate Members from different countries of the region and constituted a successful practical experience that should be continued to be developed in other regions in the immediate future.

Aside from the higher level of collaboration with the Regional Programmes, the AMP is increasing the necessary cooperation with the Operational Programmes of the UNWTO. Notable examples of this cooperation include, among others:

- Collaboration with the Tourism Trends Programme on a publication about ‘*Tourism in the Mediterranean*’.
- Collaboration with the Tourism Trends Programme and the Regional Programme for the Americas on the publication ‘*Outlook for Tourism in Iberoamerica 2010*’.
- Support to the Ethics and Social Dimension of Tourism Programme in the dissemination of the Global Code of Ethics for Tourism.
- Joint work with the Themis Foundation, Affiliate Member “Higher Hotel Institute Cyprus”, other universities and the Department of Tourism of the Government of Cyprus for the development of the educational programme of the aforementioned institution,
- Coordination with the Sustainability Programme on specific content for the publication “Policy and Practice for Global Tourism”, and
- Support to the Statistics and Tourism Satellite Account Programme, through platma, to work in the Technical Advisory Council, composed of a group of experts on tourism statistics.

2. Implementation

The degree of execution of the aforementioned Plans can be considered highly satisfactory. The 2010 Programme saw practically all of its activities completed and its final level of execution was 85% of the budget.

With regard to the internal management mechanisms of the Work Plan, AMP has, among other initiatives, a computerized activity-tracking system in order to adequately monitor and evaluate the status of each project established in the different Plans.

3. Human and material resources

The budgetary funds available from the AMP for the 2010 Plan amounted to a total of **€266,470.74**. Added to this amount is the extrabudgetary contribution of **€57,000** provided by the entity SEGITTUR in order to co-finance the platma project.

For the 2011 Plan, the allocated budget is **€244,000**, to which we have to add a contribution of **€45,000** from Affiliate Member SEGITTUR for the development and maintenance of platma.

For the execution of these two plans, the AMP has relied on the direct collaboration of four full-time persons who work in a team under the supervision of the Programme Director. It should be noted that this team was joined, in early 2010, by a senior consultant by virtue of an agreement reached between the General Secretariat and Brazilian Affiliate Member **Brazilian Confederation of Convention Bureaux**, initially, and subsequently the entity **INSTITUTO POLO INTERNACIONAL IGUASSU - "POLOIGUASSU"**.

IV. THE "platma" TECHNOLOGICAL PLATFORM

*The platform **platma.org** is a professional online network for collaboration and sharing knowledge between UNWTO and its Members to enhance the relations of the Affiliate Members with the Organization and with each other.*

1. Introduction

platma.org aims to serve as a fast and dynamic technological instrument that promotes the exchange of information, experiences, best practices and ideas among Affiliates and users within the Secretariat. It is part of the Organization's commitment to use the latest technology to serve its Members and the wider tourism sector.

Furthermore, the network allows users to interact with the Affiliate Members Programme and with the different programmes of the UNWTO, contributing to the Organization's general Programme of Work.

This online network was launched in January 2011 at FITUR, in Madrid, and was designed and built in partnership with the Affiliate Member SEGITTUR.

2. Services for users

Platma is continuously being updated with fresh content by the Affiliate Members and the network's dedicated 'Community Managers'. In exchanging information, experiences, best practices and ideas, users have a wide range of multimedia tools at their disposal:

- ***Post news, publications, documents, images, videos, podcasts***
- ***Publicize events***
- ***Create and participate in Working Groups according to their interests***
- ***Access shared work areas for the joint production of projects and documents***
- ***Create blogs***
- ***Contact other Affiliate Members or a Programme of the UNWTO***

- **Participate in opinion polls and surveys**
- **Comment on, evaluate or give feedback on the content contributed by other members**
- **Participate in online interviews and hold online seminars**
- **Invite expert collaborators (researchers, NGOs, etc.) that are not yet Affiliate Members to participate in the platform on a temporary basis.**

3. UNWTO Members and Programmes benefiting from platma

Platma has been conceived as a tool to for use by all of the Organizations' Members and the staff of Secretariat. Following requests from various Programmes and Members, a number of structures for collaboration have already been established.

i. Groups

Platma's managers have already set up 16 groups based on areas of special interest, for example:

- **Worldwide consultation on IRTS Compilation Guide (132 members):** Worldwide consultation with National Tourism Administrations and National Statistical Offices to improve, review and amend the provisional draft of the **International Recommendations for Tourism Statistics Compilation Guide**
- **UNWTO Silk Road Programme (29 members):** Hosted within the UNWTO Affiliate Members PLATMA platform, this will be a key meeting and exchange point for **Silk Road stakeholders**.
- **Urban Tourism (35 members):** It's an initiative currently being developed by the UNWTO with the participation of a group of world tourism cities, including both UNWTO Members and non-members. Its objective is to create a global strategic document which defines the current challenges and opportunities of urban tourism.
- **Innovation and Tech (65 members):** Group discussing brand-new technologies and innovation in the sector.
- **Market intelligence (6 members):** Trends, statistics, forecasting, reports and analysis about Markets and Destinations (will feed into the Barometer of World Tourism). Recent survey with more than 15 Affiliate Members and 6 countries in Americas on situation, perspectives and opportunities in the region.
- **Tourism in 2011 (43 members):** Magazine cooperation group.

ii. Platma news (newsletter)

A monthly edition with news highlighted in platma, interviews, events, conferences and publications. The objective is to communicate and inform the Affiliate Members and to raise the access in platma.

iii. Documentation Centre

This is a repository of materials provided by Affiliate Members for all platma users. The **platma Documentation Centre** is organized into three main areas:

- **Publications:** a variety of market reports, surveys, studies and other materials are available.
- **Living library of case studies:** this is a database of best-practice case studies provided by UNWTO Affiliate Members.
- **AM reports:** a quarterly publication dedicated to studying a specific area of tourism policy and practice today. It includes contributions from Affiliate Member organizations and other participants. It is produced jointly between the UNWTO Affiliate Members Programme and a major partner.

4. Current situation and outlook

i. Platma in 2011

In accordance with the Affiliate Members' Work Plan 2011, platma has been developed along the following lines:

- Increasing the **number** and **diversity** of Affiliate Members using platma
- Improvement of the **contents**
- Development of **new applications and maintenance**
- Marketing actions, particularly on other **social networks**
- Monitoring of users, content and overall development

ii. Outlook for 2011-2013

A three-year **strategic plan** is currently being developed, with the objective of **positioning platma as a global reference point for public-private cooperation**.

V. RULES OF PROCEDURE OF THE AFFILIATE MEMBERS

The modification of the text that has governed the organization of the AMs since 1985 was one of the activities among the commitments of the Work Plan for 2011. The clear need to bring this text up to date in order to adapt it to the expectations of the AMs constituted sufficient grounds to undertake such a task.

This modification has been debated at the 27th meeting of Board (Madrid, December 2010), as well as at the 28th meeting (Madrid, January 2011) and the 29th meeting (Berlin, April 2011). The members of the Board have been consulted through surveys and they have contributed comments and suggestions. As a result, a draft text of the rules of procedure of the Affiliate Members has been prepared, which was presented by the Secretary-General to the Executive Council at its session held in Mombasa, Kenya.

The most significant aspects of the text prepared for submission for the consideration of the Executive Council and, as the case may be, to the General Assembly are the following:

- (a) The definition and mission of the AMs
- (b) A systematic regime of rights and obligations
- (c) A more formal and structured procedure for admission to affiliate membership

- (d) The organizational structure, with the Plenary and the Board of Affiliate Members as the governing organs instituted
- (e) The functions and composition of the Board of Affiliate Members, a new feature of which is specific regional representation that balances the regional presences in this body
- (f) A more participative system for the AMs in the current organs of the Organization.

VI. OTHER ACTIVITIES CARRIED OUT BY THE AMP

1. Publication of "*Policy and Practices for Global Tourism*".

"Policy and Practices for Global Tourism" is a guide to the major themes in world tourism today. Through 11 chapters, it presents an overview of topics ranging from sustainable tourism to social networks or emerging markets to creating a successful destination brand. Numerous examples of UNWTO's work in key areas are highlighted throughout the publication, and these are complemented by case studies and opinions from business leaders, destinations management organizations, academics and NGOs. It features case studies and comments from 38 entities affiliated with the UNWTO, with a broad geographic and thematic scope. It includes success stories of various Members States and their respective promotion agencies, as well as the participation of 12 Programmes of the Secretariat itself.

2. Other publications

- Report on the main conclusions of the Affiliate Members Seminar "Perspectives and Responses for Stimulating Recovery", Fitur, 21 January 2010, in collaboration with IE Business School and the Market Trends Section
- Perspectives and Responses for Stimulating Recovery, 2010
- Tourism in Iberoamerica Outlook 2010-2011, in cooperation with the Regional Programme for the Americas, SEGIB and the Market Trends Section.
- Report on the Situation, Outlook and Opportunities in South America, 2011, in cooperation with the Market Trends Section
- AM Reports Vol. 1 Technology in Tourism, in collaboration with IE Business School and SEGITTUR, 2011
- AM Reports Vol. 2 The Power of Youth Tourism, in collaboration with WYSE, 2011

VII. OTHER ACTIVITIES, EVENTS AND MEETINGS OF THE AMP DURING THIS PERIOD

The attached annex lists the actions, events and meetings carried out by the AMP.

Annex

Meetings of the Board:

- 25th meeting of the Board, FITUR, Madrid, 21 January 2010
- 26th meeting of the Board, ITB, Berlin, 13 March 2010
- 27th meeting of the Board, UNWTO Headquarters, Madrid, 2 December 2010
- 28th meeting of the Board, FITUR, Madrid, 11 January 2011
- 29th meeting of the Board, ITB, Berlin, 10 March 2011

2009:

- “Study Day on Tourism, Crisis and Recovery” organized by Affiliate Member Oficina de Promoción Turística de la Diputación de Barcelona, Barcelona, Spain, 4 November 2009
- VII International Seminar on "Unfair Competition in Tourism Accommodations: Old and New Challenges for the Tourism Sector", organized by the Secretariat of the AMs in conjunction with the Asociación Hotelera de Colombia (COTELCO), Bogotá, Colombia, 26 -27 November 2009
- VI International Conference on Hospitality and Tourism, organized by Affiliate Member Instituto de Turismo de Portugal IPDT, Espinho, Portugal, 10 December 2009

2010:

- FITUR Fair, Madrid, 20-24 January 2010
- Affiliate Members Seminar on “Perspectives and Responses to Stimulate Recovery”, Fitur, Madrid, Spain, 21 January 2010
- “32nd Annual Hotel Conference” organized by Affiliate Member Cyprus Hotel Association, Nicosia, Cyprus, 25 February 2010
- ITB Fair in Berlin, Germany, 10-14 March 2010
- “2nd International Seminar on Health and Well-Being Tourism – Aquameeting”, organized by Affiliate Member Turismo do Porto e Norte de Portugal, ER (PortoeNorte), Porto, Portugal, 26-27 March 2010
- Collaboration with the State Secretariat of Tourism of Spain and participation in the 1st European Congress on Tourism and Gastronomy, Madrid, Spain 24-25 May 2010
- First Meeting of Latin American Affiliate Members, Foz do Iguaçu, Brazil, 8 June 2010
- Joint seminar with Affiliate Members Instituto Polo Iguazú, FNHRBS, CBC&VB “Public-Private Cooperation and its Role in Fostering the Integration and Development of Tourism Destinations in Latin America”, Foz de Iguaçu, Brazil, 9 June 2010
- Annual Convention of Affiliate Member IGLTA. Presentation “The Foundations of the Global Tourism Agenda”, Antwerp, Belgium, 23-25 June 2010

- Participation in the jury of the tourism logo competition for Cape Verde Tourism, June 2010
- Technical contribution of the Affiliate Members Programme for the UNWTO's "Silk Road" project with representatives of the Government of Uzbekistan, UNDP, UNESCO and Uzbekistan Airways, Tashkent, Uzbekistan, 24 June 2010
- Participation in MEDITOUR 2010, Mediterranean Tourism Forum, organized by Affiliate Member Cámara Oficial de Comercio, Industria y Navegación de la provincia de Málaga, Malaga, Spain, 23-24 September 2010.
- World Tourism Day, organized by Affiliate Members Skal Club Internacional and Turisme de Barcelona, Spain, 7 October 2010.
- 1st International Congress on Tourism Quality, organized by Affiliate Member ICTE, Santander, Spain, 20-22 October 2010
- Participation in "Study Day on Tourism, Crisis and Recovery" organized by Affiliate Member Oficina de Promoción Turística de la Diputación de Barcelona, Barcelona, Spain, 4 November 2010
- World Travel Market, London, United Kingdom, 8-11 November 2010
- 5th Experience-Sharing Workshop on Tourism Management "MADRID FEEDBACK", organized by Affiliate Member Patronato de Turismo de Madrid, Madrid, Spain, 23 November 2010
- Presentation Ceremony of Affiliate Member Universidad Católica San Antonio de Murcia, Murcia, Spain, 23-24 November 2010
- 8th Joint Seminar with Affiliate Member COTELCO: "The Economic, Social and Tourism Impact of Holding International Mega-Events for Cities and Destinations", Bogotá, Colombia, 29-30 November 2010
- Meeting of the experts' group "Laboratori Turisme" organized by Affiliate Member Delegación de Turismo de la Diputación de Barcelona, Barcelona, Spain, 20 December 2010

2011:

- Round table on "Foundations for advancing toward more inclusive tourism", 1st Forum of Affiliate Member IGLTA, Madrid, Spain, 19 January 2011
- Affiliate Members International Seminar "Innovative Technologies Applied to the Tourism Sector", FITUR, Madrid, Spain, 20 January 2011
- Technical visit to the Energy City, 22-23 March 2011, Ponferrada, Spain
- Participation in the Conference "Sustainable Tourism Development", Yekaterinburg, Sverdlovsk Region, Russia, 5-8 April 2011

- 2nd International Scientific Congress “The Influence of Tourism on Economic Development”, and 1st Skopje Travel Market, organized by Affiliate Member University of Tourism and Management in Skopje, Former Yugoslav Republic of Macedonia, 27-29 April 2011
- Participation in the 10th International Tourism Fair of Azerbaijan, “Technological Innovations Applied to the Tourism Sector”, 27-30 April 2011, Baku, Azerbaijan
- First Tourism and Innovation Congress “ICTs: The Key to Competitiveness in the Tourism Sector”, organized by AMETIC3-4 May 2011, Las Palmas de Gran Canaria, Spain
- Participation in the event organized by Affiliate Member IGLTA “International Global Convention”, Fort Lauderdale, Florida, United States, 10-14 May 2011
- Meeting organized by Affiliate Member Observatorio de turismo de Açores, Azores, Portugal, 14-16 June 2011
- International Forum/Exposition “INNOPROM 2011” (Innovations in the Industrial and Service Sectors), organized by the Ministry of Industry, Trade and Services of the Sverdlovsk Region, the Ministry of Culture and Tourism of the region, Government of the City of Yekaterinburg, at the invitation of Affiliate Member International Tourism Academy of Russia, Yekaterinburg, Russian Federation, 14-17 July 2011
- 7th International Conference on Hotels and Tourism: “*Policy and Practice for Global Tourism*” (organized by AMs: Instituto de Turismo de Portugal and Portoenorte), Porto, Portugal, 14 July 2011