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At first glance, conditions in 2011 seemed anything but favorable to tourism growth. A year of multiple crises, 2011 saw global economic recovery losing momentum, major political changes across North Africa and the Middle East and natural disasters around the world.

Yet despite this backdrop of events, international tourism grew by 4.6%, reaching 982 million international tourist arrivals. International tourism receipts were up 3.8%, contributing a record US$ 1 trillion to the world economy.

In 2011, UNWTO worked tirelessly to spread the message that tourism is a resilient, thriving and labor-intensive sector and delivered the expert knowledge and on-the-ground support for countries to fully harness the potential of their tourism sectors. With many of our Members facing particularly challenging conditions, it was also a year to support them in their tourism recovery. UNWTO worked to ensure the revitalization of tourism in Egypt, Tunisia, and Japan and to make it a sector of the future of Haiti.

Throughout the year, UNWTO provided its Members with the insight and tools necessary to remain competitive, making advances in the areas of market trends, statistics, risk and crisis management and consumer protection. UNWTO launched its new long-term forecast for international tourism, Tourism Towards 2030, which quickly proved an indispensable resource for all those involved in the sector.

At the same time, UNWTO continued to position sustainability – economic, environmental and social – at the core of tourism growth. UNWTO made significant progress on a number of fronts, with the release of the first report on women’s participation in the tourism sector, the launch of an online toolkit to help hotels cut energy use and the signing by major businesses of the Global Code of Ethics for Tourism. UNWTO technical assistance projects continued to make a real difference to the lives of communities worldwide.

What became clear in 2011, more than ever, was that tourism is an economic sector of the future. A major milestone in this respect was the launch of the UN Green Economy Report. The Report echoes UNWTO’s central message – that tourism offers one of the most effective solutions for delivering a more inclusive and sustainable future – and points to tourism as one of the ten sectors instrumental in the transformation to a new global development model.

It is this message that UNWTO and the World Travel & Tourism Council (WTTC) took to heads of states and government worldwide in 2011, as part of our joint Global Leaders for Tourism Campaign. The Campaign aims to raise awareness among world leaders of sustainable tourism’s capacity to respond to some of the world’s most pressing challenges, advocating for tourism to be placed higher in national and international agendas.

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UNWTO Secretary-General, Taleb Rifai

UNWTO and UN Women launch the Global Report on Women in Tourism, the first survey to map women’s participation in the tourism sector worldwide.

May 2011
Tourism is debated at the Fourth UN Conference on the Least Developed Countries (LDCs) and included in the Istanbul Plan of Action (IPoA), a ten-year plan to spur economic growth and development in the world’s most vulnerable countries.

August 2011
UNWTO launches the Hotel Energy Solutions (HES) E-toolkit, a web-based tool to help hotels reduce their carbon footprint while increasing business profits.

September 2011
Some of Spain’s most prominent tourism businesses sign their commitment to the Global Code of Ethics for Tourism at the 1st International Congress on Ethics and Tourism (Madrid, Spain).

World Tourism Day 2011 is celebrated under the theme, Tourism – Linking Cultures. Official celebrations take place in Aswan, Egypt (27 September).

October 2011
UNWTO expands its range of statistical tourism indicators to include, among other, data on the number of employees by tourism industries and international tourism as a percentage of total exports, published in the Compendium of Tourism Statistics.

The 19th session of the UNWTO General Assembly meets in Gyeongju, Republic of Korea, to forge the way forward for UNWTO and the international tourism community.

UNWTO releases its long-term forecast for international tourism, Tourism Towards 2030. The study forecasts that international tourist arrivals will reach 1.8 billion by 2030.
About us

The World Tourism Organization (UNWTO) is the UN agency responsible for the promotion of responsible, sustainable and universally accessible tourism.

As the leading international organization in the field of tourism, UNWTO promotes tourism as a driver of economic growth, inclusive development and environmental sustainability and offers leadership and support to the sector in advancing knowledge and tourism policies worldwide.

UNWTO encourages the implementation of the Global Code of Ethics for Tourism, to maximize tourism's socio-economic contribution while minimizing its possible negative impacts, and is committed to promoting tourism as an instrument in achieving the Millennium Development Goals (MDGs), geared towards reducing poverty and fostering sustainable development.

UNWTO generates market knowledge, promotes competitive and sustainable tourism policies and instruments, fosters tourism education and training, and works to make tourism an effective tool for development through technical assistance projects in over 100 countries around the world.

UNWTO's membership includes 155 countries, 7 territories and over 400 Affiliate Members representing the private sector, educational institutions, tourism associations and local tourism authorities.

Our priorities

• Mainstreaming tourism in the global agenda
• Improving tourism competitiveness
• Promoting sustainable tourism development
• Advancing tourism’s contribution to poverty reduction and development
• Fostering knowledge, education and capacity building
• Building partnerships

19th session of the UNWTO General Assembly
Gyeongju, Republic of Korea (8-14 October 2011)

Held every two years, the UNWTO General Assembly brings together the Members of UNWTO to debate and approve the biannual Programme of Work of the Organization, as well as its budget, and review issues of particular importance to the sector.

Debates at the 19th session of the UNWTO General Assembly, held in Gyeongju, Republic of Korea, revolved around UNWTO’s newly released long-term forecast, Tourism Towards 2030, with delegates sharing the future prospects of the tourism sector in their own countries (see page 9 for more details on Tourism Towards 2030).

The White Paper, A Reform Process for a More Relevant UNWTO, was unanimously adopted by the Assembly, setting out a clear roadmap to reinforce the work of UNWTO in competitiveness and sustainability, while adopting new areas of work including domestic tourism, employment in tourism and tourism governance.

The Assembly was attended by a record number of participants including Ministers and other high-level government officials, as well as senior representatives of the UN and prominent leaders from the corporate sector. The Assembly was preceded by a Ministerial Roundtable with the presence of UN Deputy Secretary-General, Asha-Rose Migiro and Jeffrey Sachs, Director of the Earth Institute, Special Advisor to the UN Secretary-General on the MDGs and a Member of the UN MDG Advocacy Group.

The General Assembly welcomed Liberia as a new Full Member of UNWTO and 69 public and private sector representatives as new Affiliate Members, bringing UNWTO membership to 155 Members States and over 400 Affiliate Members. Zambia and Zimbabwe won the bid to jointly host the 20th session of the UNWTO General Assembly in 2013 at Victoria Falls.

“Since the last UNWTO General Assembly, tourism has proven its resilience despite an uncertain environment. This General Assembly allows us to assess the current situation and to explore what tourism, as a truly global economic and human activity, can do to pave a prosperous and sustainable path forward.”

UN Deputy Secretary-General, Asha-Rose Migiro, addressing the UNWTO General Assembly
A record 982 million international tourists traveled the world in 2011, an increase of 4.6% compared to 2010. International tourism receipts grew by 3.8% to reach over US$ 1 trillion, while earnings from international tourism grew slightly slower at 5% to US$ 928 billion. All regions posted growth in both international tourist arrivals and receipts, with the exception of Europe, where receipts stagnated in 2010.

Tourism in 2011
Continued growth in a year of uncertainty

International tourism continued to grow in 2011, despite an increasingly uncertain global economy, political changes in the Middle East and North Africa and natural disasters around the world. International tourist arrivals reached a record 982 million, an increase of 4.6% on 2010, while receipts grew by 3.8% to US$ 1.030 billion (€ 740 bn).

Contrary to previous years, growth in arrivals in 2011 was slightly faster in advanced economies (+4.8%) than in emerging ones (+4.3%), due largely to strong results in Europe and the setbacks in the Middle East and North Africa.

Asia and the Pacific and Europe (+6% each) were the best performers in 2011, the latter exceeding half a billion international tourist arrivals for the first time. Growth was also reported in the Americas (+4%), while in Africa (+1%) arrivals grew only slightly as a result of the decreases in North Africa. The Middle East (-6%) lost an estimated five million international arrivals, although some destinations in the region managed to sustain steady growth.

In terms of international tourism receipts, the Americas (+6%) recorded the largest increase in receipts in 2011, followed by Europe (+5%), Asia and the Pacific (+4%) and Africa (+2%). The Middle East was the only region posting negative growth (-14%).

Europe held the largest share of international tourism receipts in absolute numbers (45% share), reaching US$ 463 billion (€ 333 bn) in 2011, followed by Asia and the Pacific (28% share or US$ 289 billion/€ 208 bn), and the Americas (19% share or US$ 199 billion/€ 143 bn).
The Middle East (4% share) earned US$ 46 billion (€ 33 bn) and Africa (3% share) US$ 33 billion (€ 23 bn).

In addition to international tourism receipts (the travel item of the Balance of Payment), tourism also generates export earnings through international passenger transport. The latter amounted to an estimated US$ 196 billion in 2011, bringing total receipts generated by international tourism to US$ 1.2 trillion, or on average US$ 3.4 billion a day.

Tourism in 2012
International tourists to reach one billion

With growth forecast to continue in 2012, although at a slightly slower rate of between 3% and 4%, international tourism will hit a major milestone in 2012: one billion international tourists will travel the world in a single year. The one billionth tourist is expected to travel sometime in December 2012.

Emerging economies are tipped to regain the lead in tourism growth in 2012, with stronger growth in Africa and Asia and the Pacific, followed by the Americas and Europe. The Middle East is forecast to recover some of its losses in 2012.

Tourism Towards 2030

In 2011, UNWTO released a major update of its long-term forecast for international tourism, Tourism Towards 2030. With forecasts for individual regions and sub-regions, transport, purpose of visit and major travel trends, the study offers an important reference on future tourism development, allowing UNWTO Members, and the sector at large, to formulate competitive and sustainable long-term strategic plans. This in-depth study explores the issues that will shape tourism’s development over the next two decades and shows that:

- International tourist arrivals – at 982 million in 2011 – will exceed one billion in 2012, reach close to 1.4 billion in 2020 and hit 1.8 billion by 2030.
- In 2030, five million people will be crossing international borders for leisure, business or other purposes every day.
- The traditional concentration of international tourist arrivals in a relatively few destinations will be further reduced and arrivals will be spread more evenly across the globe.
- From 2015, emerging economies will, for the first time in history, receive more international tourist arrivals than advanced ones, receiving over one billion arrivals by 2030.
- Asia and the Pacific will gain most of the new arrivals and will also be the strongest growing outbound region.
- South-East Asia will be the sub-region with the fastest growth and North-East Asia the most visited sub-region in 2030.

Further reading and resources

Understanding Tourism: Basic Glossary
- media.unwto.org/en/content/understanding-tourism-basic-glossary

UNWTO World Tourism Barometer
- mkt.unwto.org/en/barometer

Tourism Towards 2030
- publications.unwto.org
Mainstreaming tourism in the global agenda

Recognition of tourism as a vehicle for global growth and development gained momentum in 2011. The launch of the UNWTO/WTTC Global Leaders for Tourism Campaign saw world leaders publicly acknowledging tourism as key to a more sustainable and inclusive future; tourism was included in the UN Istanbul Plan of Action to help lift developing countries out of poverty; and the sector gained increasing attention within national and international decision-making.

UNWTO and WTTC launch the Global Leaders for Tourism Campaign

Tourism is directly responsible for 5% of global Gross Domestic Product (GDP), 30% of the world’s services exports and one in every twelve jobs, yet is often underestimated by decision-makers. This has resulted in a general lack of awareness of tourism’s immense potential to create jobs, stimulate economic growth and promote development, and a missed opportunity for political leaders to draw on the sector when facing economic and social challenges.

Against this background, UNWTO and the World Travel & Tourism Council (WTTC) joined hands in 2011 to launch the Global Leaders for Tourism Campaign. Throughout 2011, UNWTO Secretary-General, Taleb Rifai, and WTTC President & CEO, David Scowsill, presented an Open Letter to heads of state and government worldwide, calling on them to acknowledge tourism’s role in delivering more sustained and balanced growth and to prioritize the sector higher in national policies in order to maximize its potential.

By the end of 2011, the Campaign had received the support of leaders from all world regions including Armenia, Azerbaijan, Burkina Faso, China, Colombia, Croatia, France, Hungary, Indonesia, Ireland, Kazakhstan, Kenya, Republic of Korea, Malaysia, Mexico, Mozambique, Romania and South Africa.

“For Mexico, tourism is a national priority and a public-policy priority. It is an essential activity for stimulating growth, generating jobs, raising the standard of living of Mexican families and promoting sustainable regional development. Tourism is a fundamental driver for a prosperous Mexico.”

Felipe Calderón, President of Mexico (Mexico City, Mexico, 28 February 2011)
Speaking with one voice

The tourism sector is one of the most fragmented and complex in the world, making it difficult for those working in tourism to issue strong messages on topics of common concern. UNWTO has long campaigned for the tourism community to come together, find common solutions and speak with one voice to position its concerns on the global agenda, and, in 2011, provided many opportunities for it to do so.

The Global Tourism Forum

Held in the Principality of Andorra, the Global Tourism Forum was the first event of its kind. A truly global forum on tourism issues, the Forum brought together not only important personalities from the tourism public and private sector, but also prominent political and economic decision-makers, civil society, academia and representatives of international organizations.

Envisaged as a ‘global and open platform for debate and exchange’, the Forum focused on how to position tourism development on a more competitive and responsible path. Collective action emerged as the priority for the majority of participants, who called for closer coordination within the tourism sector to better engage with decision-makers and achieve more conducive policies for tourism.

Ministerial Roundtable on Fostering Growth and the Achievement of the Millennium Development Goals through Tourism, Culture and Sport

Tourism Ministers, alongside top UN officials, underlined the importance of tourism in reaching the social and economic development targets known as the MDGs at a Ministerial Roundtable ahead of the 19th session of the UNWTO General Assembly, held in Gyeongju, Republic of Korea.

Moderated by Professor Jeffrey Sachs, Special Advisor to the UN Secretary-General on the MDGs, and with the participation of the UN Deputy Secretary-General, Asha-Rose Migiro, the Roundtable convened 70 Ministers from all regions of the world who shared their experiences in fostering pro-MDG tourism policies in their own countries.

“The tourism sector is a huge employer, creator of economic security and contributes to society, it is essential to development and can champion the attainment of the United Nations Millennium Development Goals.”

Jeffrey Sachs, Director of the Earth Institute, Special Advisor to the UN Secretary-General on the MDGs and a Member of the UN MDG Advocacy Group, addressing The Global Tourism Forum (Andorra la Vella, Andorra, 6-7 March 2011)

“Despite global economic turbulence, tourism appears to be one sector that is certain to grow, especially in the developing world. That means we have real opportunities to ensure that tourism contributes to the achievement of the MDGs.”

Asha-Rose Migiro, UN Deputy Secretary-General, opening the Ministerial Roundtable (Gyeongju, Republic of Korea, 10 October 2011)

UNWTO continued to strongly support the T20 Initiative, a platform for the Tourism Ministers of the world’s 20 largest economies, which met for the third time in 2011 in Paris, France.

On the occasion, a specially-commissioned study on tourism’s contribution to growth, GDP, employment and foreign trade in T20 countries found that growth in tourism results in significant spill-over effects on other sectors of the economy, from agriculture to construction. In light of tourism’s ability to positively impact on numerous areas of the economy, and given the challenging economic climate, Ministers meeting at the 3rd T20 called on decision-makers to consider tourism within their economic recovery and job creation strategies.

The meeting also called on the G20 to “register the importance and impact of tourism as a topic of discussion in the coming years’ summits.”

UNWTO and WTM Ministers’ Summit at the World Travel Market

The fifth UNWTO/WTM Ministers’ Summit, the annual meeting of the world’s Tourism Ministers at the World Travel Market London (WTM), concluded with a call for collaboration between governments and the private sector on the issues of visas, taxation, aviation and marketing.

The issue of visa facilitation was of particular concern. There was wide consensus that visas were a barrier to the continued growth of international tourism. By implementing measures to facilitate travel, in particular improving visas procedures, countries could stimulate demand and boost their economies, and Ministers concluded by urging governments to advance in this area.

“The tourism sector is a key sector which can play a major role in promoting social and economic development, quite in particular in the fastest growing emerging countries and developing economies, representing several times the amount of official development assistance which is provided to these countries.”


“Tourism growth so far this year is astonishing, but the sector could work more closely together, even more benefits could emerge, and this will not require any significant additional investment.”

UNWTO Secretary-General, Taleb Rifai, speaking at the Ministers’ Summit (London, United Kingdom, 8 November 2011)
Tourism in the global development agenda

Tourism is the main source of foreign exchange earnings for one-third of developing countries and among the top three sources of export earnings for almost half of all Least Developed Countries (LDCs). Offering an effective way to deliver on development objectives, a large majority of LDCs have identified tourism as a priority sector for their further integration in the world economy. Yet despite this, surprisingly little attention has been afforded to tourism in the global development agenda.

In 2011, UNWTO continued to advocate for tourism’s inclusion in the development efforts of governments and multilateral institutions, namely within the UN. For the first time, tourism was debated at the UN Conference on the LDCs (LDC IV, Istanbul, Turkey) and was included in the Istanbul Plan of Action (IPOA), a ten-year plan to spur economic growth and development in the world’s most vulnerable countries. This recognition came on the back of the creation of the UNWTO-initiated UN Steering Committee on Tourism for Development (SCTD), an alliance of nine UN agencies and programmes working to strengthen the developmental impact of tourism (see page 45).

The Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) recognized UNWTO as an eligible international organization in 2011 in terms of Official Development Assistance (ODA). Based on its mandate, objectives and functions, UNWTO is now ODA-eligible on a bilateral basis, meaning that earmarked contributions to UNWTO technical assistance activities in developing countries can be reported as bilateral ODA by donor countries.

This new status will allow the Organization to improve its capacity to mobilize resources in a more systematic manner and act more effectively in its development support to Member States.

A major UNWTO project which will back these efforts was launched in 2011. Funded by the European Commission (EC), the Development and Cooperation – EuropeAid (DEVCO) project will develop guidelines – the Sustainable Tourism for Development Study – to enable the European Union (EU) and other development institutions to include sustainable tourism development as a component of their programme cycles.

Tourism in the headlines

Tourism was front page news for all those attending the first International Conference on Tourism and the Media, which brought together tourism officials and members of the print, digital and television media in Zagreb, Croatia, to address why, despite being one of the world’s largest economic sectors, tourism is rarely featured in political, business or financial news.

The event was also an opportunity to hone the communication skills of tourism stakeholders, with presentations and debates on the communication strategies and practical tools available for getting their messages across to the media. Conclusions pointed to the need to focus on the people behind the tourism numbers and the importance of maintaining an honest and open relationship with the media.

“...The economic importance of tourism is very clear. But in today’s 24-hour news cycle, if tourism wants to grab attention, it needs to move from the numbers to the people...”

CNN Correspondent, Frederik Pleitgen, in his keynote speech to the Conference (Zagreb, Croatia, 12-13 September 2011)

Further reading and resources

Global Leaders for Tourism Campaign – leadersfortourism.unwto.org
Global Tourism Forum – gtfandorra.unwto.org
The T20 Initiative – t20.unwto.org
UN Steering Committee on Tourism for Development – icr.unwto.org/en/content/un-steering-committee-tourism-development-sctd
In tourism, new destinations are quick to emerge, consumer behavior and preferences are constantly evolving and fast-breaking crises can have far-reaching consequences. Against this background, destinations are continuously looking for new ways to successfully position themselves in the international tourism marketplace. In 2011, UNWTO provided its Members with the necessary tools and techniques to understand and improve competitiveness, from the latest market trends and statistics, to intelligence on emerging markets and risk and crisis management tools.

Monitoring the market
Tourism trends and marketing strategies

Keeping up-to-date with the latest market trends is key to remaining competitive. On a regular basis, UNWTO provides the tourism community with comprehensive market intelligence including the latest tourism data, short and long-term forecasts and knowledge on specific segments and source markets.

The UNWTO World Tourism Barometer is UNWTO’s flagship report and monitors short-term tourism trends throughout the year. The Barometer includes monthly data on tourist arrivals, receipts and expenditure on travel abroad from over 100 countries, as well as prospects for the following months and year and the latest survey of the UNWTO Panel of Tourism Experts, a select group of tourism representatives from the public and private sector. Six editions of the Barometer were made available in 2011 – an advance release in January, full issues in February and November and three interim updates in April, June and September – up from five in 2010.

In 2011, UNWTO released its new long-term forecast for tourism, Tourism Towards 2030. This landmark study, which updates the previous Tourism Vision 2020, shows that international tourist arrivals will grow an average 3% a year between 2010-2030, reaching 1.8 billion in 2030 (see Chapter 1 for an overview of tourism trends in 2011 and more information on Tourism Towards 2030).

Based on its wealth of research, UNWTO organized a number of seminars on the state of tourism in 2011, such as the 5th UNWTO/Pacific Asia Travel Association (PATA) Forum on Tourism Trends and Outlook. UNWTO was also called upon to contribute with its market intelligence to major publications and reports, including the World Economic Forum’s (WEF) Travel and Tourism Competitiveness Report 2011, the UN Department of Economic and Social Affairs (UN DESA) and UN Conference on Trade and Development’s (UNCTAD) World Economic Situation and Prospects 2011, and the Statistical Yearbook of the UN Economic and Social Commission for Asia and the Pacific.

While all destinations engage in marketing and promotion, a much lower proportion focus their attention on the development and delivery of the various attractions and activities that make up the tourism product. The latest in the ongoing series of best-practice handbooks and market studies from UNWTO and the European Travel Commission (ETC), the Handbook on Tourism Product Development seeks to redress the balance.

The Handbook outlines the essential elements in the process of product development planning and implementation and illustrates these principles through a range of case studies from around the world, setting out best-practice examples and benchmarks by which destinations can assess their own product development system and methods.
Measuring tourism
Statistics and the Tourism Satellite Account (TSA)

High-quality, reliable and comparable statistics are vital for understanding tourism and its impact in the economy. Mandated by the UN as “the appropriate organization to collect, analyze, publish, standardize and improve the statistics of tourism,” UNWTO works closely with its Members to build-up national tourism statistical systems upon which to make informed decisions.

Since 1975, UNWTO has been collecting statistics from official sources in over 212 countries and territories. This data is regularly published in the UNWTO Compendium of Tourism Statistics which was considerably expanded in 2011 to include a wider range of tourism information. Indeed, the number of internationally-comparable data and indicators featured has increased from 39 to 145. In addition to data on inbound, outbound and domestic tourism, since 2011 the Compendium provides internationally-comparable data on the number and types of tourism industries, the number of employees by tourism industries and macroeconomic indicators related to international tourism such as international tourism as a percentage of total exports, in line with the UN approved International Recommendations for Tourism Statistics 2008 (IRTS 2008). Today, more than ever, the Compendium offers a reference guide for the tourism sector and a tool for further analysis and monitoring, as well as more effective management.

UNWTO continued to further the development and uptake of the Tourism Satellite Account (TSA) in 2011, a unique tool for countries to document the full contribution of tourism to their national economies, notably its effect on direct GDP and employment, among others. Research was carried out in 2011 on expanding the use of the TSA to measure the indirect and induced effects of tourism spending on the economy and presented to the Ministers of Tourism meeting at the 3rd T20 (see page 13). In 2011, around 60 countries either had a consolidated TSA or were in the process of developing a TSA exercise.

The UNWTO Committee on Statistics and the TSA, a subsidiary advisory body to the UNWTO Executive Council which proposes initiatives related to the design, implementation and international comparability of tourism statistics, as well as providing Member States with the tools to improve their respective Systems of Tourism Statistics (STS), met for its 12th meeting in 2011. Alongside the Technical Advisory Board, a network of countries that provide strategic support to UNWTO in the area of statistics, the Committee responded to the request by the UN Statistical Commission to support the implementation of IRTS 2008 through an IRTS 2008 Compilation Guide, providing further details on the recommendations as well as good country practices.

Training on tourism statistics

Countries are increasingly aware that developing a reliable and accurate STS requires adequate training as part of this long-term commitment. In response, UNWTO has been stepping-up its on-the-ground statistical training.

UNWTO continued to roll-out its Regional Capacity-Building Programme (SCBP) in 2011. The purpose of the SCBP is to promote and promulgate the IRTS 2008 standards and the related Tourism Satellite Account: Recommended Methodological Framework 2008 (TSA:RMF 2008) standards to a number of UNWTO Member States. It is designed to assist those countries understand these new standards and implement them in their national STS.

The Programme consists of a series of three to four workshops held at intervals of approximately six months in various regions of the world. Together with the final workshop in each region, a two-day regional seminar is held; open to all countries in the region. The main purpose of the seminar is to share the experience and knowledge gained by the workshop participants during the SCBP with other countries in the region. In 2011, the third workshop and regional seminar of the Asia-Pacific region took place, as well as the first workshop of the Commonwealth of Independent States (CIS) countries and Georgia (see Chapter 8).

Measuring tourism at the regional level

The UN recommended statistical methodology that underpins the measurement of tourism activity at the national level must now be adapted to the regional and local levels. In 2011, UNWTO held the second in its series of International Conferences on the Measurement and Economic Analysis of Regional Tourism, to address issues of particular importance to regional tourism.

The Conference was a major step towards advancing the measurement and economic analysis of tourism at the sub-national level and called for further research on economic impacts and territorial relations, as well as the application of new technologies for the measurement of tourism flows.

The UNWTO Committee on Statistics and the TSA meet for their 12th meeting at UNWTO Headquarters (Madrid, Spain, 27-28 January 2011)
**Becoming crisis prepared**

Risk and crisis management

Tourism’s vulnerability to natural and man-made crises is well known. While tourism is a resilient sector with a proven capacity to rebound, the consequences of reduced tourist numbers for even a short period of time are negative for any destination. Against this background, UNWTO works closely with its Members to assess and mitigate risks related to tourism and develop and implement crisis management systems.

2011 was by no means a ‘risk-free’ year for the tourism sector, with major political changes and natural disasters diverting tourist flows from a number of countries. Following the March 2011 earthquake, tsunami and nuclear crisis in Japan, UNWTO activated the Tourism Emergency Response Network (TERN) and worked closely with several UN agencies, including the International Atomic Energy Agency (IAEA) and the International Civil Aviation Organization (ICAO), to reassure travelers that radiation levels posed no health or transportation safety hazards. In Tunisia, UNWTO held meetings with the National Tourism Recovery Task Force and provided technical assistance in the drafting of a recovery plan for the sector. In Egypt, a UNWTO workshop on Stimulating Demand through Product Redesign reviewed product variation possibilities.

In 2011, UNWTO continued to assist countries to integrate tourism in their national emergency plans, which have traditionally considered tourism as ‘low priority’. UNWTO conducted extensive research on the issue, which will feed into major guidelines currently under preparation for government institutions and national tourism bodies. The UNWTO Review Meeting on the Integration of Tourism and Emergency Management, held in Australia in 2011, saw tourism professionals meeting with emergency management experts, including volunteer rescue organizations and government policy planners, to share experiences of emergency response. Case studies addressed challenges ranging from the dissemination of security information to the repatriation of travelers.

Advancing travel advisories, in particular the use of georeferences, was also a major focus of UNWTO’s work in 2011. UNWTO’s ongoing examination of travel advisories has found that the tourism sectors of those destinations that provide comprehensive event-related information – the location, timing and status of a disaster – suffer less. In this context, georeferences, of increasing importance for the travel and tourism sector since the introduction of Google Maps in 2005, were found to be a vital component of event information and UNWTO issued a set of recommendations on the topic. The recommendations were adopted by the UNWTO General Assembly meeting at its 19th session in Gyeongju, Republic of Korea.

**UNWTO Toolbox for Crisis Communications in Tourism**

Crisis communications is a crucial element of an effective crisis management system, helping to limit the negative impact of a crisis by addressing the information needs of all sector stakeholders in a timely and responsible manner.

In 2011, UNWTO released the UNWTO Toolbox for Crisis Communications in Tourism, a step-by-step guide to help destinations prepare their crisis communications plans and limit the impacts of crises on their tourism sectors. The Toolbox, which includes templates for press releases and other crisis communications formats, covers issues from interviews and press conferences to the use of social media, and is fully adaptable to individual country needs.

The UNWTO Practicum – a specialized training for UNWTO Member States – was held in 2011 on the topic of crisis communications, putting to the test the new Toolbox (see page 50 for more details).

The boom of social media has brought exciting possibilities for the tourism sector, especially in times of crisis. During a fast-breaking crisis, travelers need regular updates, and consumers, as well as journalists, are increasingly using social media platforms to share information. If over-used, however, or employed in situations where true and imminent danger is not present, messages transmitted via social media risk losing credibility.

The opportunities and challenges of social media for tourism crisis communications were debated at a workshop held by UNWTO in cooperation with the German Travel Association (DRV), tourism consulting firm Tourismuszukunft and the University of Eichstätt (Ingolstadt, Germany, 17 May 2011). Best-practices stemming from the workshop can be found in the UNWTO Toolbox for Crisis Communications.
Towards more resilient tourism development

Many tourist attractions and venues bear important national and cultural symbolism besides their economic importance and are therefore at risk of becoming targets of criminal or terrorist activities. Against this background, and in partnership with the Organization for Security and Co-operation in Europe (OSCE) and the UN Interregional Crime and Justice Research Institute (UNICRI), UNWTO organized a Workshop on Public-Private Partnerships on Enhancing Tourism Security, to address how to build-up a more resilient tourism sector in potentially volatile environments. Conclusions pointed to the importance of partnerships among public and private stakeholders to simultaneously increase security and promote the development of tourism.

UNWTO further contributed to the Towards a Safer World Initiative (TASW), a UN initiative designed to document the efforts undertaken since 2005 as a reaction to the threats of global influenza pandemics and apply best-practices to continuing and emerging threats. The UNWTO report, Towards a Safer World: The Travel, Tourism and Aviation Sector – identifying the main achievements made so far by the tourism sector and the critical gaps that remain for it to become more resilient in the face of pandemics – was included in the book Beyond Pandemics: A Whole-of-Society Approach to Disaster Preparedness, distributed at the TASW Conference in Rome, Italy.

Advancing an international convention for the protection of tourists and tourism service providers

In case of an emergency, how can tourists get effective assistance? If a tour operator goes bankrupt, what type of information should be provided to tourists? How and where can tourists get information on their reimbursement and repatriation? If a tourist loses their property in a hotel, is that hotel liable?

These are just some of the many unanswered questions facing tourists and businesses in the absence of international regulations governing their rights and responsibilities. In response, and mandated by its 19th General Assembly, UNWTO set up a working group to draft an international convention for the protection of both parties. The convention will be the first legally-binding instrument to be proposed by UNWTO, highlighting the growing relevance and recognition of the tourism sector.

In 2011, the UNWTO Working Group on the Protection of Tourists/Consumers and Travel Organizations met twice to discuss the content of the legal instrument, as well as to define its scope and level of application. The convention, it was decided, will cover issues including providing assistance to, and ensuring the repatriation of, consumers, particularly in cases of ‘force majeure’; supplying accurate and timely information to tourists including in terms of the handling of bankruptcy situations of travel organizers; and issues related to accommodation.

The group debated these topics in detail in 2011 and agreed with a UNWTO proposal to collect updated information on the existing tourist protection measures and practices among Member States, as well as to compile national legislation in this field via a questionnaire on tourist/consumer protection.
A major 2011 UN report, Towards a Green Economy: Pathways to Sustainable Development and Poverty Eradication, found that investing in greening the tourism sector while mitigating its environmental impacts. Advocating – that sustainable tourism can help position the world along a cleaner and greener path – the Green Economy Report gave momentum to many of UNWTO’s sustainable tourism initiatives in 2011, notably its work on climate change, culture and ethics.

Produced in partnership with UNWTO, the Tourism Chapter of the Green Economy Report shows that increased investment in the greening of tourism over the coming decades would stimulate job creation, especially in poorer communities, with increased local hiring and sourcing and a positive spillover effect on other areas of the economy. The direct economic contribution of tourism to local communities would also be increased, maximizing the amount of tourist spending retained by the local economy. Finally, a green tourism economy would ensure significant environmental benefits, including reductions in water consumption, energy use and CO2 emissions.

The Green Economy Report launched by the UN Environment Programme (UNEP) in 2011 is a major step forward towards promoting a new global economic model, one that results in improved human well-being and reduced inequalities over the long-term, while not exposing future generations to significant environmental risks and ecological scarcities.

As defined in the UNWTO Davos Process on Tourism and Climate Change, the tourism sector, as both a vector and victim of climate change, has an important role in long-term cooperative action to combat climate change, given its global economic and social value, its contribution to sustainable development and its strong relationship with climate.

In 2011, UNWTO continued to call for the integration of tourism in national adaption planning processes at major international conferences and high-level policy forums. At the 17th Conference of the Parties (COP17) to the UN Framework Convention on Climate Change (UNFCCC), held in South Africa, UNWTO participated in a World Trade Organization (WTO) side event to explore the links between green economy measures (standards, market instruments, support mechanisms), trade and climate change. In May 2011, UNWTO, jointly with the International Institute for Peace Through Tourism (IPTT) and the Pacific Asia Travel Association (PATA), organized the 5th IPT African Conference: Meeting the Challenges of Climate Change to Tourism in Africa and the Developing World, in Lusaka, Zambia. The Conference showcased best-practices in mitigating and addressing the anticipated impacts of climate change on tourism in the developing world.
Protecting and promoting the world’s heritage

One of the major challenges facing the tourism sector is how to safeguard the world’s heritage while making it accessible for all to enjoy. When undertaken responsibly, tourism offers a powerful incentive for preserving and enhancing cultural and natural heritage, since the revenue it generates can be channeled back into initiatives that aid its long-term survival. If unplanned or not properly managed, however, tourism can have irreversible effects on fragile environments and local communities.

Against this background, UNWTO has developed a specific programme on tourism management at heritage sites, building on the Organization’s ongoing work in this area, to facilitate the development of policy and operational guidelines to handle tourist congestion at cultural and natural heritage sites.

In 2011, UNWTO published Communicating Heritage: A Handbook for the Tourism Sector, to provide guidance on the development of successful and effective heritage communications strategies and policies.

The Handbook contains hands-on training exercises in order to support the practical implementation of these strategies and improve the ability of the tourism sector to develop and present destinations and heritage sites in a more comprehensive manner, foster greater appreciation of the value of the sites visited, and raise public awareness and general support for cultural heritage tourism worldwide.

UNWTO also actively participated in the UN Educational, Scientific and Cultural Organization’s (UNESCO) World Heritage Sustainable Tourism Programme aimed at promoting tourism as a tool for conserving World Heritage Sites. The Programme underwent significant restructuring in 2011, guided by a Steering Group of which UNWTO is a member.

Promoting the Global Sustainable Tourism Criteria

As one of the founding partners and a permanent member of the Global Sustainable Tourism Council (GSTC), UNWTO continued to promote the dissemination of the Global Sustainable Tourism Criteria in 2011.

The Criteria are an effort to come to a common understanding of sustainable tourism and represent the minimum that any tourism business should aspire to reach.

The Criteria are organized around four main themes:

- Effective sustainability planning
- Maximizing social and economic benefits for the local community
- Enhancing cultural heritage
- Reducing negative impacts to the environment.

UNWTO and China open third Sustainable Tourism Observatory

There was a new addition to UNWTO’s network of sustainable tourism observatories in 2011, with the opening of the Zhangjiajie Observatory in Hunan Province, China. The Observatory is located at the entrance to Zhangjiajie National Park, China’s first national park and a UNESCO World Heritage Site.

Alongside two other observatories in Yangshuo and Huangshan, China, the Observatory will monitor the environmental, social and economic impacts of tourism in the surrounding area based on UNWTO sustainable tourism indicators, assisting policy makers to ensure more sustainable tourism growth.

Opening Ceremony of the Sustainable Tourism Observatory
Zhangjiajie National Park, China (19 July 2011)

Developing bird-watching tourism in the wetlands of W Park: Benin, Burkina Faso and Niger

As part of their ongoing partnership, UNWTO and the Secretariat of the Convention on Wetlands (the Ramsar Convention) worked throughout 2011 on a Sustainable Tourism – Eliminating Poverty (ST-EP) project dedicated to developing bird-watching in the wetlands of W Park, a major park in West Africa shared by Benin, Burkina Faso and Niger.

Thanks to the generous contribution of the Swiss Grant Fund for Africa, administered by the Ramsar Secretariat, bird-watching in W Park will attract new visitors, extend the duration of their stay, generate income, create sustainable jobs and consequently preserve and enhance the flora and fauna of Park W for years to come (see page 42 for more information on ST-EP projects).

Bird-Watching in W Park

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Helping hotels go green
Hotel Energy Solutions

2011 was the year UNWTO launched the Hotel Energy Solutions (HES) E-toolkit, a free, web-based tool to help hotels reduce their carbon footprint while increasing business profits.

Through a short questionnaire, the E-toolkit allows hotels to:

- Assess their energy consumption per square meter, per year, per night and per room.
- See how this performance compares with other properties of the same type.
- Make the right choices in Energy Efficiency (EE) and Renewable Energy (RE) technology solutions based on the hotel's energy performance.
- Calculate the potential savings from investing in EE and RE technology solutions.
- Monitor and track the hotel's progress over time.

The toolkit is the main output of the Hotel Energy Solutions Project (HES), initiated by UNWTO, co-funded by the European Agency for Competitiveness and Innovation (EACI), and implemented in partnership with UNEP, the International Hotel & Restaurant Association (IH&RA), the European Renewable Energy Council (EREC) and the French Environment and Energy Management Agency (ADEME).

Adaptable to all hotel types and available in English (with translations in the pipeline), the E-toolkit aims to increase energy efficiency in European small and medium hotels by 20% and their use of renewable energies by 10%, demonstrating that economic growth and sustainability can, and should, go hand in hand.

Thousands of users accessed the E-toolkit in 2011, benefiting also from free communications materials such as HES videos and brochures to sensitize guests and staff on energy use, as well as the HES Energy School, providing the basics on EE and RE technologies.

Tourism and biodiversity

Protecting biodiversity, the web of species and ecosystems that makes up the planet, is one of UNWTO’s key priorities.

UNWTO continued to advise its Members on issues of biodiversity-based tourism, participatory tourism planning and the links between biodiversity policy issues and sustainable tourism in 2011. To build-up awareness of biodiversity and strengthen capacities among tourism officials UNWTO, through its Consulting Unit on Tourism and Biodiversity, organized a Training Course on Biodiversity-Based Tourism Product Development at UNWTO Headquarters. Participants from 15 countries attended seminars on how to design and market biodiversity-based tourism products. A field trip to Monfragüe National Park, a Spanish biosphere reserve, was organized to see a practical example of how tourism development could be harmonized with the conservation and sustainable use of biological diversity. A revised version of the Practical Guide for the Development of Biodiversity-based Tourism Products was also released.

In 2011, UNWTO completed a major biodiversity-related tourism project in Thailand: the UNWTO/Ministry of Tourism and Sports of Thailand joint Program for Energy Efficiency in Kho Khao and Kho Lak (PEEK). The two-year project, financed by the German International Climate Initiative (ICI), oversaw the installation of energy-saving technologies such as heat pumps, solar hybrid power systems and efficient pool pumps in hotels along the Thai Andaman coast, with significant savings in energy consumption and reductions in CO₂ emissions.

Ensuring sustainable tourism development in the Carpathian Mountains

The Carpathians – shared by the Czech Republic, Hungary, Poland, Romania, Serbia, Slovakia and Ukraine – are one of Europe’s largest mountain ranges and a refuge for Europe’s largest populations of brown bears, wolves, lynx and eagles. To protect this biodiversity-rich mountain region, the seven countries of the Carpathians signed the Framework Convention on the Protection and Sustainable Development of the Carpathians (Carpathian Convention) in 2003.

Over the years, UNWTO has been working with the tourism and nature conservation authorities of the Parties to the Convention and its Interim Secretariat, hosted by UNEP Vienna, to include tourism in the Carpathian Convention as one of the most significant economic activities for the Carpathian countries. In 2011, the seven Parties adopted the Protocol on Sustainable Tourism.

Elaborated and moderated with the support of UNWTO, the Protocol aims at enhancing cooperation between the seven Carpathian countries on the joint labeling of tourism goods and services, tourism product development, capacity-building of tourism stakeholders and the monitoring of quality in tourism. In doing so, the Protocol serves as a starting point for creating an image of the Carpathians as a single destination in Europe, thereby boosting tourism numbers and increasing tourism’s contribution to economic welfare, the conservation of biological diversity and the functioning of ecosystem services.
Implementing low-carbon tourism in Indonesia

Pangandaran, a popular tourism destination on the southern coast of West Java, Indonesia, was chosen as the location of a 2011-2013 UNWTO energy efficiency project, designed to increase the destination’s climate change resilience and overall competitiveness.

The project, which could serve as a model for tourism destinations across South-East Asia, will implement climate change mitigation and adaptation measures including installing pilot measures for energy efficiency and renewable energy technologies in hotels and public buildings; seminars and workshops to increase the knowledge and capacity of local tourism stakeholders; low-carbon tourism planning tools; and adaptation measures such as the rehabilitation of mangroves and coral reefs which naturally capture and store carbon emissions.

Local participation is a priority for the project, which is working with on-site communities and local authorities to encourage their involvement in the planning and management stages, as well as to ensure the long-term success of the destination.

The project, Sustainable Tourism through Energy Efficiency with Adaptation and Mitigation Measures in Pangandaran, Indonesia (STREAM), is being implemented by UNWTO together with the Indonesian Ministry of Tourism and Creative Economy. The project is part of the International Climate Initiative (ICI) of the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) which supports the initiative on the basis of a decision adopted by the German Bundestag (Parliament).

Placing ethics at the core of tourism development

For over a decade, the UNWTO Global Code of Ethics for Tourism has served as a roadmap for the development of responsible, sustainable and universally accessible tourism worldwide, through a comprehensive set of principles tailored to help maximize tourism’s benefits while minimizing any negative consequences. Throughout 2011, UNWTO increased the Code’s dissemination through a series of actions and international events, aimed at enhancing its implementation within the tourism sector.

The World Committee on Tourism Ethics

The World Committee on Tourism Ethics, tasked with promoting and monitoring the implementation of the Code, convened for its 10th meeting in Bali, Indonesia, in June 2011, to examine pressing ethical issues in tourism. Topics included the impact of events in the Middle East and North Africa on the tourism sector, the relationship between tourism and human rights, the empowerment of women, and accessible tourism.

The Committee’s gathering was held in parallel with the first Seminar on Tourism Ethics for Asia and the Pacific: Responsible Tourism and Its Socio-Economic Impact on Local Communities, organized in collaboration with the Indonesian Ministry of Tourism and Creative Economy. Discussions highlighted leading regional examples of respectful and inclusive tourism development which tangibly benefit host communities, the aspects of which were reiterated in the Spirit of Bali Statement.
1st International Congress on Ethics and Tourism

Held precisely a decade after the endorsement of the Global Code of Ethics for Tourism by the UN General Assembly, the 1st International Congress on Ethics and Tourism (Madrid, Spain) called for ethics to be placed firmly at the core of tourism development.

The two-day event brought together over 450 tourism officials, business leaders, international organization representatives and media professionals to reflect on how to guarantee truly responsible and sustainable tourism development. Topics discussed included the role of ethical frameworks in responsible tourism development, the promotion of equality and the fight against exploitation, poverty reduction, and Corporate Social Responsibility in tourism.

Jointly organized by the Spanish General Secretariat for Tourism/Tourspain and UNWTO, the event’s keynote address was given by UN High Representative for the Alliance of Civilizations, Jorge Sampaio, while His Royal Highness the Prince of Asturias (Spain) closed the Congress.

On the occasion of the Congress, 14 of Spain’s most prominent tourism businesses signed commitments to the Global Code of Ethics for Tourism and the End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes (ECPAT) Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism. In doing so, these enterprises pledged to uphold, promote and implement the values championed by the Code of Ethics, and report back to the World Committee on Tourism Ethics on their concrete actions in this field.

World Tourism Network on Child Protection

With a special session on the protection of children in tourism planning and development, the 28th meeting of the Task Force for the Protection of Children in Tourism took place in March 2011 in conjunction with the ITB Berlin tourism fair. The event provided a platform for tourism groups, governments, international organizations, Non-Governmental Organizations (NGOs) and specialized media outlets to report on significant actions taken in the sphere of child protection in tourism, enabling the exchange of best-practices and experiences. It was decided that, so as to better reflect its true nature, the Task Force would be renamed as the World Tourism Network on Child Protection.

Partnering with the UN Alliance of Civilizations

UNWTO and the UN Alliance of Civilizations (UNAOC) signed a Memorandum of Understanding in 2011, to strengthen relations and formalize UNWTO’s support for the UNAOC mandate to “improve understanding and cooperative relations among nations and peoples across cultures and religions”.

Following up on this partnership, UNWTO held an event on Tourism and Travel: Celebrating Diversity, Linking Cultures and Promoting Dialogue between Civilizations on the sidelines of the 4th Forum of the UN Alliance of Civilizations in Doha, Qatar. Participating Ministers of Tourism and heads of major travel groups concluded that tourism is one of the world’s most powerful tools in contributing to a climate of respect and mutual understanding, and called on world leaders to look to tourism when searching for new strategies for achieving a more tolerant and peaceful world.

Gender and tourism

Promoting empowerment and equality

As the first attempt to map women’s active participation in the tourism sector worldwide, the UNWTO/UN Women Global Report on Women in Tourism represents a landmark study in the field of tourism and gender. Launched at ITB Berlin in 2011, the study provides a detailed picture of women’s role and status in the tourism sector, while offering recommendations and highlighting current challenges.

Focusing on five thematic areas – Employment, Entrepreneurship, Education, Leadership and Community – the Report reveals that while tourism can be a vehicle for promoting gender equality and women’s empowerment, much work needs to be done in order for this potential to be realized, especially for women to advance to upper management level positions. In addition to the ITB launch of the Report, UNWTO organized a second event at the World Travel Market (WTM) London in 2011 on Gender and Sustainable Tourism Development to examine the findings of the Report and debate tourism’s capacity for promoting empowerment and business opportunities for women, while discussing remaining barriers to equality in the sector.

So as to build on the findings of the Global Report, UNWTO and UN Women renewed their cooperation agreement in 2011, aiming to bring gender issues to the forefront of the tourism sector. Through the 2011 agreement, the two committed to generate momentum for tourism’s active contribution to women’s empowerment, as well as to develop a gender mainstreaming strategy for the public and private tourism sectors.

1: Agrupación de Cadenas Hoteleras de Baleares, Amadeus IT Group, ASHOTEL, Federación Española de Asociaciones de Agencias de Viajes, Federación Empresarial Hotelera de Málaga, Grupo Barceló, Grupo Iberostar, Grupo Lopesan, Iberia, Loro Parque, Meliá Hotels International, National ATESA, NH Hoteles and Orizonia.
World Tourism Day (WTD), held every year on 27 September, was celebrated in 2011 under the theme "Tourism – Linking Cultures," highlighting tourism's role in bringing the cultures of the world together and promoting global understanding through travel.

Celebrations around the world included the annual WTD Photo Competition and the first ever WTD Twitter Competition, running throughout the year. Official celebrations in Aswan, Egypt included a High-Level Think Tank on the 2011 theme, at which industry leaders, Ministers of Tourism and academics debated the role of tourism in mutual understanding, human enrichment, tolerance and peace.

Emerging from the Think Tank debate were the Aswan Recommendations on Maximizing Tourism’s Role in Linking Cultures. The Recommendations set out six key actions to be taken by tourism stakeholders to enable the best possible interaction between visitors and hosts and to maximize tourism’s contribution to peaceful coexistence.

Aswan Recommendations on Maximizing Tourism’s Role in Linking Cultures

1. That awareness-raising campaigns be carried out to ensure that visitors and businesses are actively informed and involved in respecting local cultural norms and values;
2. That all those supplying tourism services possess local knowledge in order to serve as mediators between visitors and local communities;
3. That local community engagement be mandatory in tourism development, particularly local hiring;
4. That all tourism stakeholders commit to the principles set out in the Global Code of Ethics for Tourism (...) and share with UNWTO and the international community the actions taken to implement these principles in their policies and business practices;
5. That the respect and protection of the ecological balance of the tourism destination be prioritized as essential for sustainable tourism and thus for understanding among peoples and cultures;
6. That support be afforded to the actions envisaged by UNWTO in the field of tourism and intercultural dialogue, given its fundamental aim to promote and develop tourism “with a view to contributing to economic development, international understanding and peace.”

"There is no better way to learn about a new culture than to experience it first-hand. Tourism offers a wonderful connecting thread between visitor and host community. It promotes dialogue and interaction. Such contact between people of different backgrounds is the very foundation for tolerance. In a world struggling for peaceful coexistence, tourism can build bridges and contribute to peace.”

Message of UN Secretary-General, Ban Ki-moon, on the occasion of World Tourism Day 2011 (Aswan, Egypt, 27 September 2011)
Advancing tourism’s contribution to poverty reduction and development

A major source of foreign revenue and employment, tourism offers a promising path for economic growth in developing countries and their further integration in the global economy. Tourism is today the main source of foreign exchange for one-third of developing countries and is of particular importance to the world’s Least Developed Countries (LDCs). From Albania to Zambia, UNWTO was involved in projects worldwide in 2011, aimed specifically at maximizing tourism’s contribution to development and creating employment opportunities for the most vulnerable.

UNWTO Technical Cooperation

For over thirty years, UNWTO has been translating its technical expertise and knowledge of best-practices from around the world into practical application in the field.

UNWTO provides on-the-ground technical assistance in the areas of tourism policy, strategy and planning, marketing and promotion, product development, statistics, legislation and regulation, and human resources and institutional strengthening, among others, supporting the sustainable and competitive development of tourism in its 155 Member States.

Under the umbrella of Technical Cooperation, UNWTO’s work also includes the Sustainable Tourism – Eliminating Poverty (ST-EP) Initiative, tourism development projects aimed specifically at poverty reduction at community level, as well as the implementation of tourism projects in the framework of the Millennium Development Goals Achievement Fund (MDG-F), in collaboration with other UN agencies and programmes.

UNWTO’s Technical Product Portfolio, a comprehensive guide to the technical assistance available to UNWTO Member States, was officially presented in 2011. Services are divided into four main categories: a) policy planning and economic development; b) statistics and quality standards; c) sustainable development; and d) product development, marketing and promotion.

The portfolio allows UNWTO Member States, regional and international organizations, Destination Management Organizations (DMOs) and others to familiarize themselves with what UNWTO provides by way of its technical assistance in building up a more sustainable and competitive tourism sector. It also sets out how countries can obtain this assistance and provides more information on the project implementation process.

Launch of the UNWTO Technical Product Portfolio

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Building up the tourism workforce in Oman

Tourism is expected to grow at around 10% a year from 2010-2015 in Oman, over which time the number of tourism jobs will rise from 31,000 to nearly 57,000. These are the projections at the core of the Action Plan for Human Resources Development in Oman, prepared and presented in 2011 by UNWTO.

Based on this analysis of the tourism labor market in Oman, and an evaluation of available tourism education and training in the country, UNWTO devised a strategy to ensure that this enlarged workforce will have the relevant knowledge and skills to offer the highest quality tourism experience.

The Study identifies suitable policy directions and strategies to develop the supply of quality human resources in Oman and a number of the recommendations found in the Action Plan have already been implemented, including the establishment of a research unit within the Ministry of Tourism.
Tourism statistics form the backbone of effective decision-making, so reliable national systems of tourism statistics are key. As part of UNWTO’s technical assistance the Organization works on projects around the world to improve the collection, processing, analysis, storage, dissemination and use of tourism data in support of tourism development (see page 18 for more on UNWTO’s statistics programme).

The UNWTO National Statistical Capacity-Building Programme is one such initiative and in 2011 UNWTO provided evaluation and training in tourism statistics to 14 countries in Southern Africa, within the framework of its partnership with the Regional Tourism Organisation for Southern Africa (RETOSA).

Missions were carried out in RETOSA Member States to evaluate the state of tourism statistics and identify areas for further development, including data collection instruments and mechanisms for cross-governmental coordination. These evaluations subsequently formed the basis for individual country action plans. Two workshops were then held in Johannesburg, South Africa, and Victoria Falls, Zimbabwe, to present the findings of the evaluations, deliver training to national officials on key statistical themes and raise awareness of international concepts, definitions and procedures, and the Tourism Satellite Account (TSA).

In 2011, UNWTO prepared a fully updated classification system for Egypt’s hotels, in cooperation with the Ministry of Tourism of Egypt and the Egyptian Hotel Association (EHA). By meeting the classification criteria under the new system, in line with international standards, Egyptian hotels will ensure they meet expected levels of service and, as a result, increase their occupancy.

UNWTO experts accompanied national inspectors to 850 hotels across Egypt in 2011, to carry out pre-assessments and advise on areas for improvement in order to obtain higher classifications when the new system comes into force. Workshops for hoteliers were also carried out to disseminate information on the changes to the classification system.

The project has been extended until the end of 2012 in order to continue to raise awareness of the new system in the Egyptian tourism sector, assist hotels in complying with the classification criteria and support capacity-building activities for national inspectors.
In two southern regions of Senegal, the Siné Saloum and the Pays Bassari, UNWTO is working alongside other UN agencies to promote culture as an engine for sustainable development. Reaching some 300,000 people, the project aims to increase revenue for the poor and those vulnerable groups working in the area of culture and development.

Major achievements of the project, which was extended for another year in 2011, include the formation of the Grand Ballet Bassari, which brings together the traditional dance and music of one of Senegal’s most ethnically diverse regions. This dance group has proven a major attraction in Senegal and abroad. The Delta du Saloum, one of Senegal’s major national parks, was also recognized as a UNESCO World Heritage Site in June 2011.

**Promoting initiatives and cultural industries for sustainable development in Senegal**

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**Conserving and sustainably managing the Yasuni biosphere reserve in Ecuador**

The Yasuni Biosphere Reserve in Ecuador is considered one of the areas of greatest biodiversity on the planet. The Reserve is also home to some 60,000 people, half of whom belong to indigenous groups.

This MDG-F project builds on the experiences gained from a STEP project on Sustainable Tourism in Conservation Areas in Ecuador and aims to support the conservation and management of the Yasuni Biosphere Reserve, as well as create job opportunities for local communities, through the implementation of community-based economic alternatives such as sustainable tourism.

With the support of UNWTO, a network of tourism projects has been established within the reserve making a real difference to the lives of local communities. Huaroan Lodge, for example, has expanded the tourism value chain to five indigenous settlements, which will provide tourism supplies and services to the community-owned and managed lodge. The Napo Wildlife Center is creating a scientific and volunteers camp, to increase local scientific knowledge of biodiversity and monitor its well-being.

**Reducing inequality through culture along the Caribbean Coast of Nicaragua**

Almost half of Nicaragua’s total landmass is made up of the Caribbean Coast, home to vast natural and cultural resources, as well as six different ethnic groups speaking four languages. This MDG-F project is helping to reduce the existing gaps in the human, social and economic development of the indigenous and afro-descendant villages along the coast that make up around 20% of the population.

Through cultural reclamation, productive development and the furthering of knowledge on tangible and intangible heritage, the project is strengthening the cultural and natural diversity of the region and boosting productivity in cultural, creative and tourism industries. With the support of UNWTO, cultural tourism routes and products have been developed with the participation of national and autonomous tourism authorities and local communities. Through this process, indigenous and afro-descendant communities are recognizing their cultural heritage as a tourism resource to be utilized and conserved and are benefiting from income and jobs in one of the poorest and most isolated regions of the country.
The Sustainable Tourism - Eliminating Poverty (ST-EP) Initiative

Aware of the close relationship between tourism and local economic development, and committed to enhancing tourism’s contribution to poverty reduction, UNWTO launched the ST-EP Initiative in 2002. The ST-EP Initiative focuses on projects that specifically tackle poverty, providing development opportunities and jobs to people living on less than a dollar a day.

Thanks to the backing of the UNWTO ST-EP Foundation, established in Seoul with the support of the Government of the Republic of Korea, and other donors, the implementation of ST-EP projects began in 2005 with a training programme for local guides in the village of Ebogo in Cameroon. Since then, the portfolio of ST-EP projects has rapidly expanded to include over 100 projects in 34 countries in Africa, the Americas, Asia, Europe and the Middle East, of which over 70 have been completed and the remaining are in different stages of implementation. All beneficiary countries are ODA recipients and of these, half are LDCs.


Connecting local tourism products and services with hotels in Copán, Honduras

Discovered in 1570, the ruins of Copán, Honduras, are one of the most important sites of the Mayan civilization and a UNESCO World Heritage Site. In 2006, the town of Copán Ruinas received over 150,000 tourists, yet statistics show that only 5% of the working population was employed in tourism.

Together with the SNV Netherlands Development Organization and the UNWTO ST-EP Foundation, UNWTO concluded a ST-EP project in the area in 2011. The project created linkages between local micro-enterprises, mainly run by women, and the Hotel Marina Copán and other establishments, thus benefitting over 300 people through the creation of jobs and the retention of profits in the local economy.

The project compiled a list of the products and services needed by hotels and then provided training courses and seed funding to enhance the quality of the products and the entrepreneurial skills of 15 selected local businesses. The creation of these linkages between local businesses and hotels doubled the number of employees and turnover of the participating businesses between 2008 and 2011.
Two new ST-EP projects were launched in Mozambique in 2011, to provide financial support and technical assistance to small and medium sized tourism enterprises (SMEs).

In Mozambique’s capital, Maputo, a ST-EP project will support and fund micro tourism enterprises run by women in the Mafalala neighborhood, where 25% of households are single-parent and 50% of the population is under the age of 20. Four training cycles will provide assistance to women entrepreneurs in their income-generating activities and in the consolidation of their small businesses. The implementation of this project is made possible through the valuable contribution of the BANESTO Foundation (see page 54).

In Inhambane, a coastal province in the south of the country where a large proportion of the population lives under the poverty line, a two-year ST-EP project will also stimulate the development and a programme for vocational development and professional training in tourism occupations such as accommodation, food services, handicrafts and guiding. The project is made possible thanks to the Flemish Government and the Government of Macau S.A.R. The training is supported by the Impact Tourism Training Programme (HITT) by virtue of an agreement signed between SNV and UNWTO (see page 54).

In line with the UN commitment to ‘Deliver as One’, UNWTO brought together nine UN agencies and programmes to coordinate their tourism-related work and maximize its impact, primarily in LDCs and developing countries. Building on the strengths and expertise of each of its members, the Committee offers over 50 services on issues ranging from tourism governance to human resources development, and helps governments formulate the proposals and activities necessary to access international funding for tourism.

Following its launch in 2010, the SCTD made significant advances in 2011. The Committee made its first public appearance at the 4th UN Conference on LDCs (LDC-IV) held in Istanbul, Turkey, with a Special Event on Tourism for Sustainable Development and Poverty Reduction (see page 14). The event served to share strategic insights on major challenges and devise the way forward for tourism in LDCs, providing the opportunity for countries, UN agencies, key donors, and other institutions to initiate an open dialogue for more effective assistance.

Building on the momentum generated at LDC-IV, the SCTD organized its first pilot workshop on Project Development in Tourism for LDCs, in Geneva, Switzerland. The Workshop saw the participation of representatives of eight LDCs, alongside representatives of the Enhanced Integrated Framework (EIF) and SCTD member organizations, who came together to identify their countries’ priority needs in tourism development. Participants had the opportunity to learn about existing funding mechanisms, such as the Integrated Framework, as well as engage in direct bilateral consultations with UN organizations that could assist in leveraging the required resources and implementing their tourism strategies and plans. UNWTO, together with the SCTD, will continue to consolidate its efforts and resources for the next programming decade for LDCs.

Members of the SCTD: International Labour Organization (ILO), International Trade Centre (ITC), UN Conference on Trade and Development (UNCTAD), UN Development Programme (UNDP), UN Environment Programme (UNEP), UN Educational, Scientific and Cultural Organization (UNESCO), UN Industrial Development Organization (UNIDO), World Tourism Organization (UNWTO), World Trade Organization (WTO).
Millions of people work in tourism, making the sector one of the world’s largest employers. To ensure this considerable workforce remains skilled, motivated and ahead of the latest developments, UNWTO works closely with its Member States to advance tourism education and training in the sector. In 2011, through assessments, training courses and the Themis Foundation, they addressed the gap between the requirements of the sector and the skills acquired by its future professionals.

Fostering knowledge, education and capacity-building

The UNWTO.Themis Foundation

The UNWTO.Themis Foundation, founded in 1998 and based in Andorra, is the executive body responsible for UNWTO’s work in the field of education and training. Themis offers education and training-related assessment, strategic guidance and specialized training courses to UNWTO Members, to increase the competitiveness and sustainability of their tourism sectors. The Foundation is governed by a Board of Trustees made up of representatives from UNWTO and the Government of Andorra.

The work of the UNWTO.Themis Foundation is carried out through four programmes: Strategy, Volunteers, Capacity, and TedQuai (Quality Assurance for Tourism Education, Training and Research Programmes).

UNWTO.Strategy

UNWTO.Strategy assists the governments of UNWTO Member States to identify their tourism education and training needs and develop strategies to effectively address those needs.

A study of the tourism labor market in the Middle East and North Africa, with the collaboration of the University of Surrey (UK), was finalized in 2011. The study sets out the characteristics of the labor market in the region, identifies good-practices and puts forward specific policy recommendations. Along similar lines, work continued on an ongoing study of the tourism labor market and best-practices in Africa, in collaboration with Kenya Utali Collage. Once published, the study will provide countries in the region with practical solutions and recommendations on policy in the labor market, as well as the education and training sector.

In collaboration with the Observatory of Human Resources of the Andalusian Tourism Sector (Spain), UNWTO presented a Handbook on The Creation of a Tourism Labor Market Observatory, which aims to guide national tourism administrations in better understanding their own tourism labor markets through the creation of tourism labor observatories.
UNWTO.Volunteers

The UNWTO.Volunteers programme trains young professionals in tourism as a tool for development and mobilizes them to contribute their expert knowledge to empower those beneficiaries willing to undertake initiatives related to the sustainable development of tourism.

In 2011, close to 60 young professionals attended the university course, Tourism and International Cooperation for Development. The first edition, in Spanish, was jointly held with the Universities of Andorra and Valencia (Spain), while the second, in English, was organized in collaboration with the George Washington University (USA).

From among those successfully completing the course, a selection is made to join the UNWTO.Volunteers Corps, a team of highly-skilled volunteers who give their time and talent to sustainable tourism projects in developing countries.

In 2011, 19 UNWTO Volunteers contributed their knowledge to a number of tourism initiatives, including one along the coastline of Chiapas, Mexico, where tourism numbers are low compared to the rest of the region, despite the huge potential for community and nature-based tourism. Volunteers are currently preparing a proposal to boost tourism to the region, tackling important development issues including migration.

Volunteers also continued their work on a number of Sustainable Tourism – Eliminating Poverty (ST-EP) Initiative projects, including working with the community of Laj Chimel in Guatemala, devastated during the country’s 36-year civil war. With the help of UNWTO.Volunteers, the community is now developing local tourism attractions to strengthen and diversify its economy.

The UNWTO.Volunteers programme benefits from a number of partnerships with leading private companies including Amadeus and the Banesto Foundation. Further partnerships are currently being discussed, with a view to enriching knowledge sharing and the effectiveness of actions.

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Volunteering in Bhutan

Supporting the public tourism administrations of developing countries was added to the list of objectives of the UNWTO.Volunteers programme in 2011.

In Bhutan, UNWTO Volunteers spent 2011 supporting the country’s Tourism Council to implement marketing strategies, contributing to the overall sustainable development of tourism and strengthening Bhutanese tourism in the international market. Responsibilities included developing a marketing strategy for key source markets, coaching officials in the Tourism Council marketing division and liaising with the private sector to conduct marketing workshops.

“Volunteering in Bhutan was an unforgettable experience, not only because of the extremely friendly and warm people of Bhutan, but also because of the fantastic work that the Tourism Council is doing to develop the tourism sector. As a volunteer I had the possibility of contributing to this development and to work with such dedicated individuals.”

Ignacio de las Cuevas, UNWTO Volunteer in Bhutan
UNWTO.Capacity

Through its UNWTO.Capacity programme, UNWTO offers practical and interactive training courses for tourism officials and experts from its Member States on key tourism issues. Courses, whether on-site, on-line or both, are taught by UNWTO experts and/or UNWTO.TedQual-certified educational institutions, and are tailored to meet the specific needs of each country or region.

Under this programme UNWTO trained over 300 government officials in Argentina, Mexico, Saudi Arabia, Syria and Tanzania in 2011, on topics ranging from tourism marketing to sustainability (see Chapter 8 for more on these capacity-building projects). Many of the courses were held in collaboration with UNWTO’s partners, including the Adventure Travel Trade Association (ATTA), the Andalusian Centre for Training in the Leisure Industry (Centro Andaluz de Formación Integral de las Industrias del Ocio (CIOMIJAS), the Global Sustainable Tourism Council (GSTC), the ONCE Foundation for Cooperation and Social Inclusion of People with Disabilities, and the Organization of American States (OAS).

UNWTO.Themis Foundation

As part of its UNWTO.Capacity programme, the UNWTO.Themis Foundation organizes annual training courses exclusively for officials from Member States: the UNWTO.Practicum. The Practicum allows these officials to advance their knowledge on a particular topic, familiarize themselves with the different activities of UNWTO and network with other professionals.

Two editions of the UNWTO.Practicum were held in 2011, one in English, held in Andorra and Madrid, and the other in Arabic, held in Madrid and Granada in partnership with the Euro-Arab Institute Foundation for Education and Training (Fundación Instituto Euroarabe de Educación y Formación (INSTEA)).

The second of these was specifically designed to assist UNWTO Member States from the Middle East and North Africa in building-up their knowledge on crisis communications. This was the first ever UNWTO Practicum to address the issue of crisis communications, recognizing this area as a crucial element of any effective crisis management system and putting to test the new UNWTO Toolbox for Crisis Communications in Tourism (see page 21).

During the training session, participants from Algeria, Egypt, Iraq, Jordan, Saudi Arabia and Sudan, had the opportunity to put their acquired knowledge into practice. High-pressure interviews and press conferences under real-life conditions completed the practical approach of this newly initiated Practicum format.

Crisis communications training for the Middle East and North Africa

UNWTO.TedQual

The UNWTO.TedQual programme measures and certifies the tourism educational programmes of institutions worldwide. Once certified through the programme, these institutions form part of the extensive UNWTO.TedQual Certified Institutions Network, carrying out joint research, student and professor exchanges and offering mentoring to tourism educational institutions in developing countries.

The past two years saw the UNWTO.TedQual programme undergo a number of reforms, including in the way it certifies educational institutions. As a result, the way in which institutions consider the needs of the public sector when creating and updating tourism educational programmes is now part of the evaluation criteria, as is the inclusion of the Global Code of Ethics for Tourism in all aspects related to the content and management of their programmes. UNWTO has also been strongly encouraging TedQual Institutions to develop and implement activities in cooperation with institutions from developing countries.

In 2011, 17 institutions started the UNWTO.TedQual Certification process for 45 tourism and educational programmes. Those already involved in the network increased their presence worldwide, demonstrating their commitment to the accomplishment of UN principles, as reflected in the Global Code of Ethics for Tourism.

In 2011, UNWTO.TedQual Institutions from Latvia and Portugal provided scholarships to faculty members from Angola, Mozambique and Uganda.

The UNWTO Tourism Textbook Scheme

Since 2009, UNWTO, in collaboration with the University of Wisconsin-Stout (USA) and the College of Hotel and Tourism Science of Kyung Hee University (Republic of Korea), has been leading an initiative to donate second-hand tourism textbooks to tourism students in Asia and the Pacific.

Hundreds of books have been distributed so far, to countries including Bhutan, East Timor, Fiji, Hong Kong (China), Indonesia, Iran, Malaysia, Papua New Guinea, Thailand and Vietnam. In 2011, the scheme was extended to include Laos and the Democratic People’s Republic of Korea.

Further reading

and resources

UNWTO.Themis Foundation

– themis.unwto.org
Given the size and complex structure of the tourism sector, UNWTO can only achieve its goal of promoting competitive and sustainable tourism development with many partners. In 2011, the participation of 80 countries formed part of UNWTO.

Contributing their knowledge and expertise to UNWTO, these Members in turn benefit from exclusive access to institutional and professional networks, market intelligence and know-how, and interact with leading business and public-sector decision-makers.

2011 was a pivotal year for the UNWTO Affiliate Members with the launch of platma, an online network for Affiliate Members to showcase their activities, interact, learn from one another and gain access to UNWTO resources, including the latest tourism trends and sector news. A fully functioning social network, platma users are equipped with a wide range of multimedia tools to post news, publicize events, participate in working groups, create blogs and hold online seminars.

Platma was continuously improved over 2011 and is now the go-to space for the tourism private sector. Platma has proven an ideal tool for UNWTO to listen to and engage with its private sector Members and is producing important results. In one working group, 20 of the world’s most-visited cities, from Hong Kong (China) to New York, participated in discussions on the challenges and opportunities of urban tourism. Based on these discussions, and under the guidance of UNWTO, a set of guidelines will be published to help cities worldwide formulate their tourism strategies.

Further Affiliate Members activities in 2011 included the publication of Policy and Practice for Global Tourism, a reference guide on the ten major issues in global tourism today, with case studies and commentaries from Members around the world. Additionally, the Affiliate Members Programme published two regional reports, providing a non-governmental vision of tourism in specific regions, and two in-depth reports on areas of particular interest to the Affiliate Members: Tourism and Technology, in collaboration with IE Business School and SEGITTUR, and The Power of Youth Travel, with the World Youth Student and Educational Travel Confederation (WYSE), both of which are available on platma.org.

Affiliate Membership grew steadily in 2011 with an additional 39 members from major sector stakeholders such as Google, LAN Airlines and Sixt Rent a Car. With the growing number of Members, the UNWTO Affiliate Member SEGITTUR (the Spanish Corporation for the Management of Innovation and Technology in Tourism), platma was continuously improved over 2011 and is now the go-to space for the tourism private sector. Platma has proven an ideal tool for UNWTO to listen to and engage with its private sector Members and is producing important results. In one working group, 20 of the world’s most-visited cities, from Hong Kong (China) to
Forging stronger ties with the UN system

Since joining the UN family in 2003, UNWTO has worked in close collaboration with other UN agencies, programmes and funds towards achieving the MDGs, in particular those addressing poverty reduction, environment and development issues.

In 2011, UNWTO participated in 11 MDG-F projects with strong tourism development components. UNWTO also actively contributed to the preparatory process for the UN Conference on Sustainable Development (Rio+20) (June 2012), by joining hands with UN partners and Member States to ensure that tourism is further supported and recognized as a key component in building a sustainable future.

UNWTO was present at the UN Climate Change Conference (COP17) held in Durban, South Africa, to present the tourism sector response to the challenge of climate change (see page 25) and partnered with UNEP to prepare the Tourism Chapter of the Green Economy Report (see page 25).

UNWTO also renewed its agreement with UN Women in 2011, to bring gender issues to the forefront of the tourism sector (see page 33), and important progress was made among the UN Steering Committee on Tourism for Development (SCTD), made-up of nine UN agencies (see page 45).

UNWTO makes strides along the Silk Road

UNWTO's Silk Road Programme is a trans-regional, collaborative initiative, designed to enhance tourism along the historic Silk Road route and foster greater collaboration between the route's countries and regions.

Significant progress was made on the Silk Road Action Plan 2010/2011 as it entered its second year. The first annual UNWTO Silk Road Ministers’ Summit was held at ITB Berlin 2011 and saw Tourism Ministers and Ambassadors from over 25 Silk Road countries placing travel facilitation high on their agendas and committing to enhanced cooperation. Major events and promotional activities were held at the world’s travel fairs (ITB Berlin, JATA Tokyo and WTM London) including the first Silk Road bloggers competition at WTM and the screening of short films featuring the destinations of the Silk Road at the ITB Berlin.

Three new countries joined the Silk Road initiative in 2011: Albania, Bulgaria and Croatia. With more and more countries onboard, UNWTO established a Silk Road Task Force to ensure that all stakeholders have their say on the direction of the project, with the first meeting in November 2011. The meeting allowed all those involved to highlight their priority issues for the coming years which included travel facilitation, the reliability and availability of quality infrastructure and product, and opportunities for community-based, cross-border initiatives.

Collaboration was also furthered with fellow UN agencies and programmes to adopt a multi-faceted approach to planning and development along the Silk Road, taking into consideration science and education (UNESCO), environment (UNEP) and investment (UNCTAD) concerns.
The Ulysses Prize and Awards
Rewarding innovation in tourism

Held since 2003, the UNWTO Ulysses Prize and Awards reward initiatives and projects that have made a significant contribution to the advancement of tourism through innovation.

In 2011, the prestigious UNWTO Ulysses Prize was awarded to Professor Kaye Chon, Dean and Chair Professor of the School of Hotel and Tourism Management at the Hong Kong Polytechnic University, for his outstanding contribution to tourism knowledge.

The 2011 UNWTO Ulysses Awards winners were:

For Innovation in Governance
- China Tourist Satisfaction Index - China Tourism Academy (China)
- Development of the ‘Ruta Moche’ as a Tourism Destination – Ministry of Foreign Trade and Tourism (Peru)
- Environmental Certificate ‘Friend of the Environment Establishment’ – Madeira Regional Secretariat for Tourism and Transport (Portugal)

For Innovation in Enterprises
- The Artemisa project: transforming organic waste into biofuel for more sustainable tourism – Ingelia (Spain)
- Mayakoba Tourism Resort Mexico: sustainable and responsible tourism development – OHL Desarrollos (Mexico)
- TravelSat Competitive Index: a global survey benchmarking international tourists’ satisfaction and trip quality – TCI Research (Tourism Competitive Intelligence) (Belgium)

For Innovation in Non-Governmental Organizations
- Connecting People with the Environment, W. James Whyte Island Reserve: tourists volunteering to protect biodiversity - Conservation Volunteers (Australia)
- Development of Accessible Tourism in Slovenia (PREMIKE): accessible tourism for those with special needs – SENT Slovenian Association for Mental Health (Slovenia)
- La route accessible (The Accessible Road): an informative travel tool designed to promote accessible tourism in Quebec, Canada - KEROUIL (Canada)

Special Jury Awards went to
- Cultural Villages Development Project - Alghat Cooperative Association (Saudi Arabia)
- UruguayNaturalTv – Ministry of Tourism and Sport (Uruguay)
- European Cemeteries Route - Association of Significant Cemeteries in Europe (Italy)

Further reading and resources
- Platma – platma.org
- UNWTO Silk Road – silkroad.unwto.org
Regional tourism in Africa in 2011

Africa had a mixed year in 2011. While Sub-Saharan Africa gained two million international tourist arrivals (+7%), North Africa lost nearly two million (-9%), as a result of the major political changes that took place across the region. In total, international tourist arrivals to Africa remained at 50 million, only slightly above 2010.

International tourism receipts in Africa stood at US$ 33 billion (euro 23 bn) in 2011 (+2% on 2010).

Regional activities in Africa

UNWTO activities in Africa fell under two main areas in 2011: investment and capacity-building.

For the second year running UNWTO held its Investment Forum for Africa (INVESTOUR), a major platform linking-up potential investors, principally from Spain, and entrepreneurs from across Africa.

In West Africa, a UNWTO International Donors’ Conference mobilized funds from international development banks, UN agencies and intergovernmental organizations to support sustainable tourism development in the region’s cross-border parks. The West Africa Parks Project will ensure the conservation and promotion of parks and protected areas spanning Benin, Burkina Faso, Gambia, Guinea, Guinea-Bissau, Mali, Mauritania, Niger, Senegal and Sierra Leone.

Tailored capacity-building workshops in the region included a seminar on the role of sustainable tourism within Africa’s emerging Green Economy (see page 25 for more on the Green Economy). The seminar discussed ongoing UNWTO projects in Africa, including the Collaborative Actions for Sustainable Tourism (COAST) Project, which is supporting the conservation of the sub-Saharan African coastline.

A Regional Training Seminar on Tourism Policy and Strategy for East Africa was held in Tanzania, with representatives also attending from Central and Southern Africa. The five-day seminar provided officials with practical solutions to the gaps they often face in devising their national tourism policies and strategies.

During 2011, 27 ST-EP projects, one MDG-F project and six technical cooperation projects were carried out by UNWTO in Africa.
International tourism in the Americas in 2011

Tourism in the Americas continued to benefit from the vitality of Latin American economies and increasing regional integration in Central and South America in 2011. An additional six million arrivals visited the region, which received 156 million in total (+4% on 2010). By sub-region, South America (+8%) was, together with South-East Asia, the world’s best performer. Central America and the Caribbean showed strong growth rates (+5% and +4% respectively), while North America also grew, hitting the 100 million international tourists mark in 2011.

International tourism generated US$ 200 billion (€ 143 bn) in receipts in the Americas in 2011 (+6% on 2010).

Regional activities in the Americas

Stimulating public and private investment was a central focus of UNWTO’s work in the Americas in 2011, with a dedicated conference on tourism investment held in Paraguay and UNWTO’s presence at a number of tourism financing meetings across Latin America and the Caribbean.

Investment in Haiti’s recovery, following the devastating earthquake in 2010, was of particular concern. UNWTO met with the Minister of Tourism of Haiti, alongside the private sector, to explore the opportunities presented by tourism and offer UNWTO’s support in their realization.

UNWTO continued to strengthen its relations with relevant institutions in the Americas in 2011, signing cooperation agreements with the Organization of American States (OAS), the Inter-American Development Bank (IDB), and the Latin American Association of Development Financing Institutions (ALIDE).

UNWTO will work with these institutions across virtually the entire range of UNWTO activities, from the measurement of tourism and research, to strengthening tourism governance, promoting investment and capacity-building.

Cooperation between UNWTO and the IDB continued in 2011 with a tourism statistics workshop in Montevideo, Uruguay, and an International Conference on Tourism as an Inducer of Social Inclusion in Fortaleza, Brazil.

Through eight ST-EP projects and seven MDG-F projects across the region, UNWTO continued to target poverty reduction in Americas, particularly through job creation and new tools for local communities, the poor and youth.
Supporting tourism in Japan

The earthquake and tsunami that hit Japan in March 2011 had a significant impact on Japan’s inbound and outbound tourism sector. Two weeks after the quake, UNWTO Member States from the Asia Pacific region adopted a Special Resolution on Japan, resolving to work with their own tourism sectors, the Government of Japan and the media to mitigate the negative impacts of the tragedy on Japan’s tourism sector.

Over the following months, UNWTO worked closely with several UN agencies, including the International Atomic Energy Agency (IAEA) and the International Civil Aviation Organization (ICAO) to reassure travelers that radiation levels posed no health or transportation safety hazards.

Later in the year, UNWTO and the Japan Tourism Agency (JTA) held an international symposium on The Revitalization of Japan’s Tourism Sector and Earthquake-Affected Regions. Held in Sendai, the nearest major city to the earthquake affected area, the symposium rallied international support and solidarity for the recovery programme of the Japanese tourism sector from organizations such as WTTC. The UNWTO Secretary-General also met with the Prime Minister and visited tsunami-affected areas to observe the state of recovery in person.

Regional Programme for Europe

International tourism in Europe in 2011

2011 was a challenging year for European economies, so the impressive growth in international tourist arrivals was welcome news. Europe was in fact, together with Asia and the Pacific, the fastest growing world region in 2011, with arrivals exceeding the half billion mark and reaching 504 million in total (+6% on 2010). Central and Eastern Europe and Southern Mediterranean destinations (+8% each) experienced the best results. Although part of the growth in Southern Mediterranean Europe resulted from a shift in traffic away from the Middle East and North Africa, destinations in the Mediterranean also profited from improved outbound flows from markets such as Scandinavia, Germany and Russia.

Europe’s share of international tourism receipts stands at some 45% with US$ 463 billion (€ 333 bn) in 2011 (+5% on 2010)

Regional activities in Europe

Support for regional cooperation remained at the core of UNWTO’s work in Europe throughout 2011.

Working with stakeholders from the South Caucasus, the Caspian Sea, the Danube Region, and South-Eastern Europe, UNWTO provided its expertise and guidance in the development of regional tourism strategies and policy. An exploratory mission was carried out in Georgia and Armenia under the framework of the South Caucasus Tourism Development Initiative and a technical mission took place around the Caspian Sea to assess the possibilities of further developing cruise tourism.

UNWTO was also actively engaged in the work of the European Union Strategy for the Danube and was invited to become an observer in the Danube Steering Committee. UNWTO’s involvement in the Strategy is an example of its ongoing cooperation with the European Commission (EC), which gained strength in 2011 on the back of a number of meetings on issues of common interest and future areas of cooperation. UNWTO further enhanced its cooperation with the EU and with the European Travel Commission (ETC) to advance on issues of common interest to its Members, namely market intelligence, statistics, consumer protection and visa facilitation.

A statistical capacity-building workshop took place in Baku, Azerbaijan, with the participation of countries from the surrounding region, to strengthen the development and management of national TSAs (See page 19).

Four technical cooperation projects, two MDG-F projects and one ST-EP project were carried out in Europe.
International tourism in the Middle East in 2011

The political changes in the Middle East in 2011 had a significant impact on international tourism to the region. Tourist arrivals declined by an estimated five million, totalling 55 million (-8% on 2010). Results hide a mixed picture, however, with some destinations in the region, including Oman, Qatar, Saudi Arabia and the United Arab Emirates (UAE), performing well.

International tourism receipts in the Middle East stood at US$ 46 billion (€ 33 bn) in 2011 (-14% on 2010).

Regional activities in the Middle East

As major political changes took place across the Middle East, UNWTO maintained close contacts with national tourism authorities and major sector representatives in the region to closely monitor the rapidly changing market conditions, evaluate the impact of the political environment on international tourism and put in place the necessary recovery plans.

Approaches varied, from specific activities around adapting marketing strategies, to communications training and political support. Simultaneously, UNWTO continued to support structural reforms aimed at enhancing the competitiveness of destinations on the one hand, and ensuring the long-term sustainability of tourism development on the other.

In Egypt, UNWTO advised the Ministry of Tourism on a comprehensive action plan for the recovery of tourism flows, investments and the sustainable redevelopment of the sector. A capacity-building workshop on Short Term Product Variations for Tourism Recovery addressed how to best develop tourism products against the backdrop of a rapidly changing environment.

A series of training courses were organized for Middle Eastern countries, including on tourism planning and hotel inspection skills in Saudi Arabia, tourism marketing in Syria, tourism facilitation in Lebanon, and tourism policy and destination management in Qatar. UNWTO held an edition of its annual training course, the UNWTO Practicum, on crisis communications, inviting tourism officials from the Middle East and North Africa to Spain to learn more on the role of communications in limiting the impacts of crises (see page 50).

The UNWTO ST-EP project continued in Yemen, as did the MDG-F project in Egypt. Four technical cooperation projects were also under implementation in the region.

Further reading and resources

Regional Programme for Africa
- africa.unwto.org

Regional Programme for the Americas
- americas.unwto.org

Regional Programme for Asia and the Pacific
- asiapacific.unwto.org

Regional Programme for Europe
- europe.unwto.org

Regional Programme for the Middle East
- middle-east.unwto.org
Annexes

Annex 1
UNWTO Member States

Annex 2
UNWTO - A short history

Annex 3
UNWTO Programmes

Annex 4
Technical Cooperation Projects in 2011

Annex 5
2011 main events

Annex 6
UNWTO publications 2011

Annex 7
Organizational structure and finance

Annex 8
Abbreviations

Annex 1
UNWTO Member States

Africa
- Algeria (1976)
- Angola (1989)
- Benin (1975)
- Botswana (1995)
- Burkina Faso (1975)
- Burundi (1975)
- Cameroon (1975)
- Cape Verde (2001)
- Chad (1985)
- Congo (1979)
- Côte d’Ivoire (1975)
- Democratic Republic of the Congo (1979)
- Djibouti (1997)
- Equatorial Guinea (1995)
- Eritrea (1995)
- Ethiopia (1975)
- Gabon (1975)
- Gambia (1975)
- Ghana (1975)
- Guinea (1985)
- Guinea-Bissau (1991)
- Kenya (1975)
- Lesotho (1981)
- Liberia (2011)
- Madagascar (1975)
- Malawi (1975)
- Mali (1975)
- Mauritania (1976)
- Mauritius (1975)
- Morocco (1975)
- Mozambique (1995)
- Namibia (1997)
- Niger (1979)
- Nigeria (1975)
- Rwanda (1975)
- São Tomé and Principe (1965)
- Senegal (1975)
- Seychelles (1991)
- Sierra Leone (1975)

South Africa (1994)
Sudan (1975)
Swaziland (1999)
Togo (1975)
Tunisia (1975)
Uganda (1975)
United Republic of Tanzania (1975)
Zambia (1975)
Zimbabwe (1981)

Asia and the Pacific
- Afghanistan (1975)
- Australia (2004)
- Bangladesh (1975)
- Bhutan (2003)
- Brunei Darussalam (2007)
- Cambodia (1975)
- China (1983)
- Democratic People’s Republic of Korea (1967)
- Fiji (1997)
- India (1975)
- Indonesia (1975)
- Iran, Islamic Republic of (1975)
- Japan (1978)
- Lao People’s Democratic Republic (1975)
- Malaysia (1991)
- Maldives (1981)
- Mongolia (1990)
- Nepal (1975)
- Pakistan (1975)
- Papua New Guinea (2005)
- Philippines (1991)
- Republic of Korea (1975)
- Sri Lanka (1975)
- Thailand (1996)
- Timor-Leste (2005)
- Vanuatu (2009)
- Viet Nam (1981)

Associate Members
- Hong Kong, China (1999)
- Macao, China (1981)

America
- Argentina (1975)
- Bahamas (2005)
- Bolivia (1975)
- Brazil (1975)
- Canada (2000)
- Chile (1975)
- Colombia (1975)
- Cuba (1975)
- Dominican Republic (1975)
- Ecuador (1975)
- El Salvador (1993)
- Guatemala (1993)
- Haiti (1975)
- Honduras (2001)
- Jamaica (1975)
- Mexico (1975)
- Nicaragua (1991)
- Panama (1996)
- Paraguay (1992)
- Peru (1975)
- Uruguay (1977)
- Venezuela (1975)

Associate Members
- Aruba (1987)
- Netherlands Antilles (1979)
- Puerto Rico (2002)
Europe

Albania (1993)
Andorra (1995)
Armenia (1997)
Austria (1975)
Azerbaijan (2001)
Belarus (2005)
Bosnia and Herzegovina (1993)
Bulgaria (1976)
Croatia (1993)
Cyprus (1975)
Czech Republic (1993)
France (1975)
Georgia (1993)
Germany (1976)
Greece (1975)
Hungary (1975)
Israel (1975)
Italy (1978)
Kazakhstan (1993)
Kyrgyzstan (1993)
Latvia (2005)
Lithuania (2003)
Malta (1978)
Monaco (2001)
Montenegro (2007)
Netherlands (1976)
Norway (2009)
Poland (1976)
Portugal (1976)
Republic of Moldova (2002)
Romania (1975)
Russian Federation (1975)
San Marino (1975)
Serbia (2001)
Slovakia (1993)
Slovenia (1993)
Spain (1975)
Switzerland (1976)
Tajikistan (2007)

Associate Members

Flemish Community of Belgium (1997)
Madeira (1995)

Permanent Observer

Holy See (1979)

Middle East

Bahrain (2001)
Egypt (1975)
Iraq (1975)
Jordan (1975)
Kuwait (2003)
Lebanon (1975)
Libyan Arab Jamahiriya (1977)
Oman (2004)
Qatar (2002)
Saudi Arabia (2002)
Syrian Arab Republic (1975)
Yemen (1977)

Special Observer

Palestine (1999)

On 27 September, the International Union of Official Travel Organizations (IUOTO) Special General Assembly adopts the Statutes of the World Tourism Organization (WTO). From 1980 onwards, this day will be celebrated as World Tourism Day.

1970

The first WTO Secretary-General is appointed and the General Assembly establishes WTO Headquarters in Madrid (Spain).

1975

An agreement is signed for WTO to become an executing agency of UNDP.

1976

The WTO.THEMIS Foundation is created in Andorra, to promote quality and efficiency in tourism education and training.

1998

The World Conference on the Measurement of the Economic Impact of Tourism, held in Nice (France), approves the Tourism Satellite Account (TSA).

1999

The 13th WTO General Assembly in Santiago (Chile) adopts the Global Code of Ethics for Tourism.

2000

World Leaders meet at UN Headquarters to adopt the United Nations Millennium Declaration, committing their nations to the MDGs with a deadline of 2015.

2001

The UN General Assembly officially recognizes the Global Code of Ethics for Tourism.

2002

WTO takes part in the World Summit on Sustainable Development in Johannesburg (South Africa), during which the initiative Sustainable Tourism – Eliminating Poverty (ST-EP) is presented.

2003

UNWTO joins the UN system, becoming the UN Specialized Agency for Tourism.

2005

The 1st International Conference on Climate Change and Tourism is held in Djerba (Tunisia).

2007

The office of UNWTO’s ST-EP Foundation is opened in Seoul (Republic of Korea).

2008

The 2nd International Conference on Climate Change and Tourism, Davos (Switzerland), adopts the Davos Declaration, the tourism sector’s response to the challenge of climate change.

2011

UNWTO launches the awareness campaign Protect Children from Exploitation in Travel and Tourism.

2010

UNWTO works to mainstream tourism in the global agenda as part of the solution to the ongoing global economic crisis.

2011

The White Paper, A Reform Process for a More Relevant UNWTO, is unanimously adopted by the 19th UNWTO General Assembly.
**Annex 3**

**UNWTO Programmes**

**Regional Programmes**
- Regional Programme for Africa: africa.unwto.org, caf@unwto.org
- Regional Programme for the Americas: americas.unwto.org, cam@unwto.org
- Regional Programme for Asia and the Pacific: asialapac.unwto.org, csa-cap@unwto.org
- Regional Programme for Europe: europe.unwto.org, europa@unwto.org
- Regional Programme for the Middle East: middle-east.unwto.org, cme@unwto.org

**Operational Programmes**
- Sustainable Development of Tourism: sdt.unwto.org, sdt@unwto.org
- Technical Cooperation and Services: techcoop.unwto.org, dev-assistance@unwto.org
- Affiliate Members: www.platma.org, platma@unwto.org
- Statistics and Tourism Satellite Account: statistics.unwto.org, stat@unwto.org
- Tourism Trends and Marketing Strategies: mkt.unwto.org, marketing@unwto.org
- Communications: media.unwto.org, comm@unwto.org
- Risk and Crisis Management: rcm.unwto.org, rcm@unwto.org
- Institutional and Corporate Relations: destination.unwto.org, destination@unwto.org
- Destination Management: destination.unwto.org, destination@unwto.org
- Ethics and Social Dimension of Tourism: ethics.unwto.org, ethics@unwto.org
- Special Field Programme (Silk Road) and Fairs: silkroad.unwto.org, silkroad@unwto.org
- Knowledge Network: know.unwto.org, innova@unwto.org

**Direct Support Programmes**
- Programme and Coordination: -
- Languages, Meetings and Documents: lmd.unwto.org, conf@unwto.org
- Publications and e-Library: publications.unwto.org, pub@unwto.org

**Indirect Support Programmes**
- Human Resources: -
- Budget and Finance: -
- Information and Communication Technologies: -
- Travel: -
- Legal and Contracts: -
- Purchases, Premises and Security: -

**Annex 4**

**Technical Cooperation Projects in 2011**

**Africa**
- Botswana: Implementation of the Tourism Satellite Account (TSA)
- Burundi: National Strategy for the Sustainable Development of Tourism
- RETOSA Member States: Project on National Statistical Capacity-Building Programme

**Asia and the Pacific**
- India: Tourism Development Master Plan for Punjab (Phase II)

**Europe**
- Romania: Integrated Urban Development for the Rehabilitation and Modernization of Borsec, Baile Herculane and Sulina
- Ukraine: National Statistical Capacity-Building Programme

**Middle East**
- Egypt: Review and Implementation of the New Hotel Classification System – Phase II
- Oman: Tourism Manpower Needs Analysis and Medium-term Human Resources Development Action Plan
- Syrian Arab Republic: Sustainable Tourism Development in Al-Ghab – Phase II

**Technical Missions**
- Ethiopia: Project formulation mission for the Development of the System of Tourism Statistics
- Ghana: Project formulation mission for the review of the National Tourism Master Plan
- South Africa: Review and Evaluation of the System of Tourism Statistics and Tourism Satellite Account

**Europe**
- Greece: Review of the National Hotel Classification System
- Azerbaijan/Kazakhstan/Russian Federation: Pre-feasibility Study for Cruise Tourism Development in the Caspian Sea
### MDG-F Projects

<table>
<thead>
<tr>
<th>Africa</th>
<th>Project Title</th>
<th>Lead Agency and other participating UN agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>Project Title</td>
<td>Lead Agency and other participating UN agencies</td>
</tr>
<tr>
<td>Senegal</td>
<td>Promoting Initiatives and Cultural Industries in Senegal</td>
<td>UNESCO, UNDP, UNFPA, UNIDO, UNWTO</td>
</tr>
<tr>
<td>Ecuador</td>
<td>Conservation and Sustainable Management of Natural and Cultural Heritage of the Yasuní Biosphere Reserve</td>
<td>UNDP, UNESCO, FAO, UN HABITAT, UNIFEM, UNWTO</td>
</tr>
<tr>
<td>Honduras</td>
<td>Creativity and Cultural Identity for Local Development</td>
<td>UNDP, ILO, UNICEF, UNESCO, FAO, UNV, UNWTO</td>
</tr>
<tr>
<td>Panama</td>
<td>Entrepreneurial Opportunities Network for Poor Families</td>
<td>UNIDO, FAO, UNCTAD, UNWTO</td>
</tr>
<tr>
<td>Europe</td>
<td>Project Title</td>
<td>Lead Agency and other participating UN agencies</td>
</tr>
<tr>
<td>Turkey</td>
<td>Alliances for Cultural Tourism (ACT) in Eastern Anatolia</td>
<td>UNDP, UNICEF, UNESCO, UNWTO</td>
</tr>
<tr>
<td>Serbia</td>
<td>Sustainable Tourism for Rural Development</td>
<td>UNDP, FAO, UNEP, UNICEF, UNWTO</td>
</tr>
<tr>
<td>Middle East</td>
<td>Project Title</td>
<td>Lead Agency and other participating UN agencies</td>
</tr>
<tr>
<td>Egypt</td>
<td>The Dahshur World Heritage Site Mobilization for Cultural Heritage for Community Development</td>
<td>UNDP, UNESCO, ILO, UNIDO, UNWTO</td>
</tr>
</tbody>
</table>

### ST-EP Projects Portfolio 2011

<table>
<thead>
<tr>
<th>Africa</th>
<th>Project Title</th>
<th>Main Sources of Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benin</td>
<td>Promotion and Sustainable Development of Tourism in the Buffer Zone of Park W</td>
<td>Italian Cooperation</td>
</tr>
<tr>
<td>Burkina Faso</td>
<td>Sustainable Development of Tourism in the District of Tambaga, Province of Tapoa (Park W)</td>
<td>Italian Cooperation</td>
</tr>
<tr>
<td>Burkin Faso</td>
<td>Development of Birdwatching Tourism at Regional Park W</td>
<td>RAMSAR Swiss Fund for Africa</td>
</tr>
<tr>
<td>Cameroon</td>
<td>Eco-tourism Development at Kribi</td>
<td>ST-EP Foundation</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>Chencha-Dorze Tourism and Handicrafts Development</td>
<td>SNV, ST-EP Foundation</td>
</tr>
<tr>
<td>Ghana</td>
<td>West Coast Tourism Destination Area</td>
<td>ST-EP Foundation</td>
</tr>
<tr>
<td>Ghana</td>
<td>Savannahland Destination Tourism Programme</td>
<td>SNV, ST-EP Foundation</td>
</tr>
<tr>
<td>Kenya</td>
<td>Enhancement of Local Employment in Amboseli through Vocational Tourism Training</td>
<td>IUCN-NL, ST-EP Foundation</td>
</tr>
<tr>
<td>Lesotho</td>
<td>Rural Home Stays Development</td>
<td>ST-EP Foundation</td>
</tr>
<tr>
<td>Mali</td>
<td>Strengthening the Capacities of Tourism Stakeholders at Douentza and d’Hombori</td>
<td>ST-EP Foundation</td>
</tr>
<tr>
<td>Mozambique</td>
<td>Community-based Lodges Training Programme</td>
<td>ST-EP Foundation, Flemish Government</td>
</tr>
<tr>
<td>Namibia</td>
<td>Training and Support for the Establishment of Small Tourism-related Businesses, especially for rural women</td>
<td>AECID</td>
</tr>
<tr>
<td>Niger</td>
<td>Human Resources and SME Development for the Tourism Sector in Inhambane Province</td>
<td>SNV, ST-EP Foundation</td>
</tr>
<tr>
<td>Namibia</td>
<td>Training and Support for the Establishment of Small Tourism-related Businesses, especially for rural women</td>
<td>Namibian Government</td>
</tr>
<tr>
<td>Rwanda</td>
<td>Valorisation of Tourism in the Buffer Zone of Park W by the Establishment of Microenterprises</td>
<td>Italian Cooperation</td>
</tr>
<tr>
<td>United Republic of Tanzania</td>
<td>Cultural Tourism Enhancement and Diversification Programme</td>
<td>SNV, ST-EP Foundation</td>
</tr>
<tr>
<td>Rwanda</td>
<td>Congo-Nile Trail: Bringing tourism to one of Africa’s poorest and most beautiful regions</td>
<td>SNV, ST-EP Foundation</td>
</tr>
<tr>
<td>United Republic of Tanzania</td>
<td>Initiatives Fund for Women Entrepreneurs of Pangani</td>
<td>Banesto Foundation</td>
</tr>
</tbody>
</table>

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**Annex 4**

**Technical Cooperation Projects in 2011**
Annex 4
Technical Cooperation Projects in 2011

<table>
<thead>
<tr>
<th>ST-EP Projects Portfolio 2011</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Africa</strong></td>
<td></td>
</tr>
<tr>
<td>West Africa</td>
<td>Sustainable Tourism Development in a Network of Cross Border Parks and Protected Areas in Benin, Burkina Faso, Gambia, Guinea, Guinea Bissau, Mali, Mauritania, Niger, Senegal, Sierra Leone</td>
</tr>
<tr>
<td>Zambia</td>
<td>Development of Cultural Centres for Promotion of Community-based Tourism</td>
</tr>
<tr>
<td><strong>Americas</strong></td>
<td></td>
</tr>
<tr>
<td>Bolivia</td>
<td>Strengthening Community-based Tourism</td>
</tr>
<tr>
<td>Central America</td>
<td>Market Access for Rural Tourism SMEs</td>
</tr>
<tr>
<td>Ecuador</td>
<td>Fostering Rural Community-based Tourism, Inclusive Business and Effective Destination Management along the Inca Trail</td>
</tr>
<tr>
<td>Guatemala</td>
<td>Strengthening Community-based Tourism Destinations in Quiché</td>
</tr>
<tr>
<td>Honduras</td>
<td>Connecting Local Tourism Products and Services with the Marina Copan Hotel in Copan Ruinas</td>
</tr>
<tr>
<td>Nicaragua</td>
<td>Enhancing Rural and Community-based Tourism Initiatives in Masaya and Granada (RENITURAL)</td>
</tr>
<tr>
<td><strong>Asia</strong></td>
<td></td>
</tr>
<tr>
<td>Cambodia</td>
<td>Enhancing the Mekong Discovery Trail</td>
</tr>
<tr>
<td>China</td>
<td>Tourism and Handicraft Production in Guizhou Province</td>
</tr>
<tr>
<td>Nepal</td>
<td>Great Himalaya Trail Development in West Nepal: Linking enterprises to tourism markets</td>
</tr>
<tr>
<td>Timor - Leste</td>
<td>Capacity Building for Tourism Employees in Dili</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td></td>
</tr>
<tr>
<td>Albania</td>
<td>Korca Region Tourism Destination Development and Management Programme</td>
</tr>
<tr>
<td>Yemen</td>
<td>Handicrafts, Heritage and Employment in the Highlands of Al-Mahweet</td>
</tr>
</tbody>
</table>

Annex 5
2011 main events

<table>
<thead>
<tr>
<th>Global Events</th>
<th>Date</th>
<th>Place</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>UNWTO HQ, Madrid, Spain</td>
<td>UNWTO Statistics Committee meeting</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FITUR, Madrid, Spain</td>
<td>UNWTO Affiliate Members’ Seminar on Innovative solutions applied to the development of the tourism sector</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FITUR, Madrid, Spain</td>
<td>Twenty-eighth meeting of the Board of the Affiliate Members</td>
<td></td>
</tr>
<tr>
<td></td>
<td>FITUR, Madrid, Spain</td>
<td>UNWTO Knowledge Network Kick-off meeting</td>
<td></td>
</tr>
<tr>
<td></td>
<td>UNWTO HQ, Madrid, Spain</td>
<td>Hotel Energy Solutions Annual Conference: An Innovative Energy Toolkit for Hotels</td>
<td></td>
</tr>
<tr>
<td>March</td>
<td>ITB, Berlin, Germany</td>
<td>Silk Road Ministers’ Summit</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ITB, Berlin, Germany</td>
<td>Twenty-ninth meeting of the Board of the Affiliate Members</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ITB, Berlin, Germany</td>
<td>Meeting of the Task Force for the Protection of Children in Tourism</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ITB, Berlin, Germany</td>
<td>First Workshop on the Protection of Tourists/Consumers and Travel Organizers</td>
<td></td>
</tr>
<tr>
<td>March</td>
<td>Andorra</td>
<td>Global Tourism Forum Andorra: Building New Models for Tourism Growth, Competitiveness &amp; Responsibility</td>
<td></td>
</tr>
<tr>
<td></td>
<td>UNWTO HQ, Madrid, Spain</td>
<td>Technical Consultation on Georeferences and Time Stamps for Event Information and Travel Advisories</td>
<td></td>
</tr>
<tr>
<td>April</td>
<td>UNWTO HQ, Madrid, Spain</td>
<td>First meeting of the UNWTO Working Group on the Protection of Tourists/Consumers and Travel Organizers</td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>Madrid, Spain and Andorra</td>
<td>UNWTO, Themis Practicum on Tourism Marketing in Times of Uncertainty</td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>Istanbul, Turkey</td>
<td>Joint Tourism Special Event on Promoting tourism for sustainable development and poverty reduction, in the framework of the 4th United Nations Conference on the Least Developed Countries (LDC IV)</td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>Istanbul, Turkey</td>
<td>Workshop on Recovering Tourism After a Crisis, in the framework of LDC IV</td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>Vilamoura, Portugal</td>
<td>UNWTO Ulysses Prize and Awards Ceremony and UNWTO Knowledge Network Algarve Forum on Tourism and Science: Bridging theory and practice</td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>Bali, Indonesia</td>
<td>Ninth meeting of the World Committee on Tourism Ethics</td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>Mombasa, Kenya</td>
<td>Nineth session of the UNWTO Executive Council</td>
<td></td>
</tr>
<tr>
<td>July</td>
<td>Valencia, Spain</td>
<td>UNWTO, Themis Foundation Course on Tourism and International Cooperation for Development</td>
<td></td>
</tr>
<tr>
<td>July</td>
<td>UNWTO HQ, Madrid, Spain</td>
<td>UNWTO Workshop on Biodiversity Based Tourism Product Development</td>
<td></td>
</tr>
<tr>
<td>July</td>
<td>George Washington University, Washington DC, USA</td>
<td>University Course Tourism and International Cooperation for Development- English Edition</td>
<td></td>
</tr>
</tbody>
</table>

UNWTO Annual Report 2011

Annexes
## Regional Events: Americas

<table>
<thead>
<tr>
<th>Date</th>
<th>Place</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>February</td>
<td>Santo Domingo, Dominican Republic</td>
<td>First International Conference on Tourism Security in the Americas: Quality, Competitiveness, Trends, Legislation and Strategies</td>
</tr>
<tr>
<td>April</td>
<td>San Martin de los Andes, Province of Neuquén, Argentina</td>
<td>UNWTO. Thems Course on Excellence in Tourism Management – Education and Innovation</td>
</tr>
<tr>
<td>May</td>
<td>Asuncion, Paraguay</td>
<td>Seminar on Investment in Tourism in the Americas, in the framework of the fifty-second meeting of the UNWTO Commission for the Americas</td>
</tr>
<tr>
<td>October</td>
<td>Gyeongju, Republic of Korea</td>
<td>Fifty-third meeting of the UNWTO Commission for the Americas</td>
</tr>
<tr>
<td>November</td>
<td>Fortaleza, Brazil</td>
<td>UNWTO/OIDB Conference on Tourism: Development, Social Inclusion and Regional Integration in the Americas</td>
</tr>
</tbody>
</table>

## Regional Events: Asia

<table>
<thead>
<tr>
<th>Date</th>
<th>Place</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Thimphu, Bhutan</td>
<td>UNWTO High Level Seminar on Mainstreaming Tourism</td>
</tr>
<tr>
<td>February</td>
<td>Kathmandu, Nepal</td>
<td>UNWTO Asian Tourism Ministers’ Conclave on Tourism: Collective Standing for Better Tomorrow</td>
</tr>
<tr>
<td>February</td>
<td>Tokyo, Japan</td>
<td>UNWTO Regional Seminar on Tourism Exchange for Small Island Countries</td>
</tr>
<tr>
<td>March</td>
<td>Colombo, Sri Lanka</td>
<td>UNWTO Conference on Mainstreaming Tourism in the Media, in the framework of the twenty-third Joint Meeting of the UNWTO Commission for South Asia and the UNWTO Commission for East Asia and the Pacific</td>
</tr>
<tr>
<td>June</td>
<td>Bali, Indonesia</td>
<td>Seminar on Tourism Ethics for Asia and The Pacific: Responsible</td>
</tr>
<tr>
<td>June</td>
<td>Bagawan, Brunei</td>
<td>Tourism and its Socio-Economic Impact on Local Communities Fifth Asia/Pacific Executive Training Program on Tourism Policy and Strategy</td>
</tr>
<tr>
<td>July</td>
<td>Manila, Philippines</td>
<td>Second Workshop of the Tourism Satellite Account (TSA) Capacity-building Programme for Asia</td>
</tr>
<tr>
<td>August</td>
<td>Tianjin, China</td>
<td>UNWTO/Tianjin Training Program on Tourism Marketing</td>
</tr>
<tr>
<td>October</td>
<td>Guilin, China</td>
<td>Fifth UNWTO/PATA Forum on Tourism Trends and Outlook</td>
</tr>
<tr>
<td>October</td>
<td>Gyeongju, Republic of Korea</td>
<td>Fifty-third meeting of the UNWTO Commission for South Asia and forty-ninth meeting of UNWTO Commission for East Asia and the Pacific</td>
</tr>
</tbody>
</table>

## Regional Events: Africa

<table>
<thead>
<tr>
<th>Date</th>
<th>Place</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>FITUR, Madrid, Spain</td>
<td>Second UNWTO Tourism Investment Forum for Africa – INVESTOUR</td>
</tr>
<tr>
<td>March</td>
<td>Busua, Ghana</td>
<td>UNWTO. Thems Course on Destination Management for enhancing local economic impact from Tourism UNWTO Tourism Recovery Workshop</td>
</tr>
<tr>
<td>May</td>
<td>Tunis, Tunisia</td>
<td>Donor’s Conference on the Regional Project on Sustainable Tourism Development in a Network of Cross-border Parks and Protected Areas in West Africa</td>
</tr>
<tr>
<td>June</td>
<td>Ouagadougou, Burkina Faso</td>
<td>UNWTO Seminar on How Sustainable Tourism can benefit from and contribute to an emerging Green Economy in Africa?, in the framework of the fifty-first meeting of the UNWTO Commission for Africa</td>
</tr>
<tr>
<td>October</td>
<td>Gyeongju, Republic of Korea</td>
<td>Fifty-second meeting of the UNWTO Commission for Africa</td>
</tr>
</tbody>
</table>
## Annex 5
### 2011 main events

<table>
<thead>
<tr>
<th>Date</th>
<th>Place</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>March</td>
<td>Moscow, Russian Federation</td>
<td>UNWTO Seminar on Effective Governance in Tourism Destination Development</td>
</tr>
<tr>
<td>April</td>
<td>Dublin, Ireland</td>
<td>Joint ETC-UNWTO Seminar on Tourism Product Development</td>
</tr>
<tr>
<td></td>
<td>Zabrze/Katowice, Poland</td>
<td>UNWTO Seminar on Industrial Heritage in Tourism Policies for Sustainable Development, in the framework of the fifty-second meeting of the UNWTO Commission for Europe</td>
</tr>
<tr>
<td>September</td>
<td>Vienna, Austria</td>
<td>Regional Workshop on Public-Private Partnerships on Enhancing Tourism Security</td>
</tr>
<tr>
<td>October</td>
<td>Sarajevo, Bosnia and Herzegovina</td>
<td>First Regional Cooperation Conference for Sustainable Tourism Development</td>
</tr>
<tr>
<td>November</td>
<td>Gyeongju, Republic of Korea</td>
<td>Fifty-third meeting of the UNWTO Commission for Europe</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date</th>
<th>Place</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>April</td>
<td>Damascus, Syrian Arab Republic</td>
<td>Regional Capacity Building Workshop on Marketing and Promotion</td>
</tr>
<tr>
<td>May</td>
<td>Saudi Arabia</td>
<td>UNWTO Training Programme for Hotel Inspection Skills</td>
</tr>
<tr>
<td>July</td>
<td>Cairo, Egypt</td>
<td>UNWTO Workshop on Stimulating Demand Through Product Redesigning</td>
</tr>
<tr>
<td>October</td>
<td>Gyeongju, Republic of Korea</td>
<td>Thirty-Fifth meeting of the UNWTO Commission to the Middle East</td>
</tr>
<tr>
<td>November</td>
<td>Madrid and Granada, Spain</td>
<td>UNWTO Practicum for Members States from the Middle East and North Africa</td>
</tr>
<tr>
<td>December</td>
<td>Yanbu, Saudi Arabia</td>
<td>UNWTO Regional capacity building workshop on Sustainable Development and Management of Tourism in Environmentally Sensitive areas</td>
</tr>
</tbody>
</table>

## Annex 6
### UNWTO publications 2011

#### Selected publications

- **Tourism Towards 2030 - Global Overview**
  UNWTO Tourism Towards 2030 is a broad research project in continuation of UNWTO’s work in the area of long-term forecasting initiated in the 1990s and aims at providing a global reference on tourism future development. Following the long-term forecast series of reports Tourism 2020 Vision, the Tourism Towards 2030 - Global Overview report updates international tourism projections through 2030. Central in the study are the projections for international tourism flows in the two decades 2010-2030, with as basis data series on international tourist arrivals as reported by destination countries for the period 1980-2010, taking into account subregion of destination, region of origin, mode of transport and purpose of visit.

- **Toolbox for Crisis Communications in Tourism**
  Crisis communications is a crucial element of a good crisis management system. It helps limit the negative impact of a crisis by addressing the information needs of all industry stakeholders in an efficient, timely and responsible manner. Against this background, UNWTO has developed the National Tourism Organizations (NTOs), Destination Management Organizations (DMOs) and private sector organizations involved in travel and tourism, this comprehensive, up-to-date Toolbox on Crisis Communications in Tourism. It includes step-by-step protocols, checklists, sample templates configured by type of crisis and media categories, guidelines for measuring effectiveness, best practices and a special chapter fully dedicated to the use of social media in times of crisis. This Toolbox serves as a practical guide for travel and tourism stakeholders, to effectively address the challenges generated by crises.

- **Communicating Heritage – A Handbook for the Tourism Sector**
  This publication aims at improving the ability of the tourism sector to develop and present destinations and heritage sites in a more comprehensive manner, by providing guidance on the development of successful and effective heritage communications strategies and policies. It addresses a range of issues that arise in the delivery of heritage communication, presents current trends and proposes a variety of tools, including an outline structure for training workshops, to effectively communicate heritage values to visitors and prospective visitors, thus contributing to the building of memorable tourist experiences and greater appreciation and support for the conservation of the sites visited.
Tourism products are the basis for a destination's tourism sector operation: unless the tourism product meets the needs and expectations of tourists, the destination cannot realize its full potential. However, only few destinations focus their attention on the development of the various attractions and activities that make up the tourism product. The UNWTO/ETC Handbook on Tourism Product Development outlines the essentials of tourism product development. It illustrates these principles through a range of successful approaches and case studies and sets out best practices and benchmarks by which destinations can assess their product development system and methods.
UNWTO Annual Report 2011

Annex 6
UNWTO publications 2011

Full list of UNWTO publications 2011

1. Communicating Heritage – A Handbook for the Tourism Sector (English)
4. Global Report on Women in Tourism 2010, a joint publication of UNWTO/UN Women (Spanish)
5. Handbook on E-marketing for Tourism Destinations (Spanish version)
6. Handbook on Tourism Destination Branding (Spanish version)
7. Handbook on Tourism Product Development, in collaboration with ETC (English)
8. Policy and Practice for Global Tourism (English and Spanish)
9. Practical Guide for Developing Biodiversity-based Tourism Products (English)
10. Religious Tourism in Asia and the Pacific (English)
11. Report on Urban Tourism Development in China (English)
12. Study on Chinese Outbound Travel to Africa (English)
13. The Spanish Outbound Travel Market to Africa and the Middle East (English)
14. Toolbox for Crisis Communications in Tourism (English)
15. Tourism and Intangible Cultural Heritage (English)
17. Tourism Towards 2030 – Global Overview (English)
18. UNWTO Tourism Highlights, 2011 Edition (English)
19. UNWTO World Tourism Barometer (six publications)
   1. One advance release (January 2011),
   2. Two interim updates (April and June) and
   3. Three full releases: Vol. 9, No.1 (February), No.2 (August) and No.3 (October)

Series of 10 publications on Energy Efficiency and Renewable Energy for the accommodation sector in the EU, within the framework of the Hotel Energy Solutions project (English)

21. Factors and Initiatives affecting Energy Efficiency use in the Hotel Industry
22. Key Energy Efficiency Solutions for SME Hotels
23. Key Energy Efficiency Technologies Database for SME Hotels
25. Factors and Initiatives affecting Renewable Energy Use in the Hotel Industry
27. Analysis on Energy Use by European Hotels: Online Survey and Desk Research

Annex 7
Organizational structure and finance

UNWTO organigram
### Annex 7
Organizational structure and finance

#### 2011 UNWTO income (euro)

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount (euro)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary contributions</td>
<td>2,039,779</td>
</tr>
<tr>
<td>Trust Funds</td>
<td>1,817,194</td>
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<tr>
<td>Budgetary income</td>
<td>12,293,474</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18,333,319</strong></td>
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</table>

#### 2011 UNWTO expenditure by segments (euro)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Amount (euro)</th>
</tr>
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<tbody>
<tr>
<td>Budgeted expenditures</td>
<td>12,293,473</td>
</tr>
<tr>
<td>Regional Programs</td>
<td>2,039,818</td>
</tr>
<tr>
<td>Operational Programs</td>
<td>3,925,917</td>
</tr>
<tr>
<td>Direct Support Programs</td>
<td>3,372,620</td>
</tr>
<tr>
<td>Indirect Support Programs</td>
<td>2,955,118</td>
</tr>
<tr>
<td>Voluntary contributions</td>
<td>3,430,933</td>
</tr>
<tr>
<td>Trust Funds</td>
<td>2,129,597</td>
</tr>
<tr>
<td>Other</td>
<td>933,872</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>18,787,935</strong></td>
</tr>
</tbody>
</table>

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### Annex 8
Abbreviations

- **ADEME**: French Environment and Energy Management Agency
- **AECID**: Spanish Agency for International Development Cooperation
- **ALIDE**: Latin American Association of Development Financing Institutions
- **ATTA**: Adventure Travel Trade Association
- **BMU**: German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety
- **CIOMIJAS**: Centre for Training in the Leisure Industry
- **CIS**: Commonwealth of Independent States
- **COAST**: Collaborative Actions for Sustainable Tourism
- **COP**: Conference of the Parties
- **DAC**: Development Assistance Committee
- **DEVCO**: Development and Cooperation – EuropeAid
- **DMO**: Destination Management Organization
- **DRV**: German Travel Association
- **EACI**: European Agency for Competitiveness and Innovation
- **EC**: European Commission
- **ECPAT**: End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes
- **EE**: Energy Efficiency
- **EHA**: Egyptian Hotel Association
- **EIF**: Enhanced Integrated Framework
- **ENAT**: European Network for Accessible Tourism
- **EREC**: European Renewable Energy Council
- **ETC**: European Travel Commission
- **EU**: European Union
- **GDP**: Gross Domestic Product
- **GLSTC**: Global Sustainable Tourism Council
- **HEB**: Hotel Energy Solutions
- **HITT**: High Impact Tourism Training Programme
- **IAEA**: International Atomic Energy Agency
- **ICAO**: International Civil Aviation Organization
- **ICI**: German International Climate Initiative
- **IDB**: Inter-American Development Bank
- **IH&RA**: International Hotel & Restaurant Association
- **IIPT**: International Institute for Peace Through Tourism
- **ILO**: International Labour Organization
- **INSTEA**: Euro-Arab Institute Foundation for Education and Training
- **INVESTOUR**: Investment Forum for Africa
- **IPOA**: Istanbul Plan of Action
- **IRTS 2008**: International Recommendations for Tourism Statistics 2008
- **ITC**: International Trade Centre
- **IUCN-NL**: Netherlands Committee of the World Conservation Union
- **IUOTO**: International Union of Official Travel Organizations
- **JTA**: Japan Tourism Agency
- **KOICA**: Korean International Cooperation Agency
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>LDCs</td>
<td>Least Developed Countries</td>
</tr>
<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>MDG-F</td>
<td>Millennium Development Goals Achievement Fund</td>
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<tr>
<td>NGOs</td>
<td>Non-Governmental Organizations</td>
</tr>
<tr>
<td>OAS</td>
<td>Organization of American States</td>
</tr>
<tr>
<td>ODA</td>
<td>Official Development Assistance</td>
</tr>
<tr>
<td>OECD</td>
<td>Organization for Economic Co-operation and Development</td>
</tr>
<tr>
<td>OSCE</td>
<td>Organization for Security and Co-operation in Europe</td>
</tr>
<tr>
<td>PATA</td>
<td>Pacific Asia Travel Association</td>
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<tr>
<td>PEE</td>
<td>Program for Energy Efficiency in Kho Khao and Kho Lak</td>
</tr>
<tr>
<td>RE</td>
<td>Renewable Energy</td>
</tr>
<tr>
<td>RETOSA</td>
<td>Regional Tourism Organisation for Southern Africa</td>
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<tr>
<td>SCBP</td>
<td>Statistical Capacity-Building Programme</td>
</tr>
<tr>
<td>SCTD</td>
<td>UN Steering Committee on Tourism for Development</td>
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<tr>
<td>SEGITTUR</td>
<td>Spanish Corporation for the Management of Innovation and Technology in Tourism</td>
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<tr>
<td>SMEs</td>
<td>Small and Medium Sized Enterprises</td>
</tr>
<tr>
<td>ST-EP</td>
<td>Sustainable Tourism – Eliminating Poverty</td>
</tr>
<tr>
<td>STREAM</td>
<td>Sustainable Tourism through Energy Efficiency with Adaptation and Mitigation Measures in Pangandaran</td>
</tr>
<tr>
<td>STS</td>
<td>System of Tourism Statistics</td>
</tr>
<tr>
<td>TAWS</td>
<td>Towards a Safer World</td>
</tr>
<tr>
<td>TedQual</td>
<td>Quality Assurance for Tourism Education, Training and Research Programmes</td>
</tr>
<tr>
<td>TERN</td>
<td>Tourism Emergency Response Network</td>
</tr>
<tr>
<td>TSA</td>
<td>Tourism Satellite Account</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>UNAOC</td>
<td>UN Alliance of Civilizations</td>
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<tr>
<td>UNCTAD</td>
<td>UN Conference on Trade and Development</td>
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<tr>
<td>UN DESA</td>
<td>UN Department of Economic and Social Affairs</td>
</tr>
<tr>
<td>UNDP</td>
<td>UN Development Programme</td>
</tr>
<tr>
<td>UNEP</td>
<td>UN Environment Programme</td>
</tr>
<tr>
<td>UNESCO</td>
<td>UN Educational, Scientific and Cultural Organization</td>
</tr>
<tr>
<td>UNFCCC</td>
<td>UN Framework Convention on Climate Change</td>
</tr>
<tr>
<td>UNICRI</td>
<td>UN Interregional Crime and Justice Research Institute</td>
</tr>
<tr>
<td>UNIDO</td>
<td>UN Industrial Development Organization</td>
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<tr>
<td>UNWTO</td>
<td>World Tourism Organization</td>
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<tr>
<td>WEF</td>
<td>World Economic Forum</td>
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<tr>
<td>WTD</td>
<td>World Tourism Day</td>
</tr>
<tr>
<td>WTM</td>
<td>World Travel Market</td>
</tr>
<tr>
<td>WTO</td>
<td>World Trade Organization</td>
</tr>
<tr>
<td>WTTC</td>
<td>World Travel &amp; Tourism Council</td>
</tr>
<tr>
<td>WYSE</td>
<td>World Youth Student and Educational Travel Confederation</td>
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