



WORLD TOURISM ORGANIZATION

**EXECUTIVE  
COUNCIL**



CE/85/4(a)  
Madrid, March 2009  
Original: English

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Eighty-fifth session  
Bamako, Mali, 7-8 May 2009  
Provisional agenda item 4(a)

**GENERAL PROGRAMME OF WORK FOR THE PERIOD 2008-2009**

- (a) **Report on its implementation and evaluation**

**Note by the Secretary-General**

The following document contains a report on the implementation and evaluation of the Organization's general programme of work for 2008-2009 and an evaluation of achievements regarding the strategic objectives established in Agenda 2010.

## **GENERAL PROGRAMME OF WORK FOR THE PERIOD 2008-2009**

### **(b) Report on its implementation and evaluation**

#### **Introduction**

1. This document presents the information concerning the implementation of the General Programme of Work for 2008-2009. It describes briefly the main activities carried out during the second semester 2008.

2. In addition, the Division of Programme and Coordination has continued the evaluation of the work of the Organization. The consolidated reports on the activities, events and missions evaluated constitute the second part of the present document.

#### **I. Implementation of the General Programme of Work for the period 2008-2009**

3. The information regarding the implementation of the programme of work is presented according to the programme's four strategic objectives (A, B, C and D) established for this biennium, i.e. by specific objectives and by areas of activity, following the structure of the document A/17/7 Rev. "*Programme of Work and Budget of the Organization for the Period 2008-2009*" approved by the General Assembly.

4. In the second semester of 2008, the Secretariat continued its data collection, analysis, research and dissemination activities according to the Programme of Work, while intensifying its field activities with a number of development assistance projects and technical missions in support of Members.

5. Though for obvious reasons not specifically included in the Programme of Work approved in November 2007, particular attention was given in the second half of 2008 to the impacts of the current financial and economic crisis on the tourism sector. A specific study was commissioned by the Secretary General to examine the situation, and its results have been widely publicised at major UNWTO events and tourism trade fairs, after presenting them to the Executive Council in October 2008.

6. In the following tables, actions completed and currently underway are reported.

## Strategic Objective A

Ensure the continuous improvement of competitiveness of destinations, through updated information and data on market trends, preparedness to face crises and adequate evaluation of the economic contribution of tourism, highlighting its significance.

**Specific Objective A1:** To foster the comparability of tourism statistics and the macroeconomic analysis of tourism activities by means of internationally agreed standards, and to design the required guidance, initiatives and tools (e.g. TSA) for their implementation.

Area of activities	Activities undertaken from 1 <sup>st</sup> July to 31 <sup>st</sup> December 2008
<p><b>A1-1:</b> Revise and/or update various international standards, design new compilation guidance, both for domestic and international tourism, and reinforce international comparability of data</p>	<p>Participation in the IV International Congress on Tourism Research, <b>Toluca, Mexico</b> (24-25 November): dissemination of UNWTO statistics methodology</p> <p>Enlarging the scope of international comparability by identifying tourism-related macroeconomic indicators: UN ECLAC released the second set of indicators (November 2008)</p> <p>Online database (Tourism Fact book): Compendium, Yearbook and outbound data updated (December 2008)</p>
<p><b>A1-2:</b> On the basis of a collection of case studies, develop guidelines for statistics on: a) employment and decent work in tourism industries, including gender issues, and b) balance of payments</p>	<p>Publication of <i>Sources and Methods: Labour Statistics – Employment in the Tourism Industries, Special Edition</i>, with ILO (July)</p>
<p><b>A1-3:</b> Integration of tourism statistics in other international standards and wider UN coordination mechanisms</p>	<p>Participation in the following meetings to further reaffirm UNWTO leadership in the field of tourism statistics and ensure world-wide and institutional-wide consistency of measurements:</p> <ul style="list-style-type: none"> <li>▪ 12<sup>th</sup> Meeting of the Committee for the Coordination of Statistical Activities, <b>Tunis, Tunisia</b> (10-11 September)</li> <li>▪ OECD Working Party on International Trade in Goods and Trade in Services Statistics (WPTGS) and the Task Force on Statistics of International Trade in Services, <b>Paris, France</b> (23-25 September)</li> <li>▪ 9<sup>th</sup> International Forum on Tourism Statistics, OECD Headquarters, <b>Paris, France</b> (19-21 November)</li> </ul>

Area of activities	Activities undertaken from 1 <sup>st</sup> July to 31 <sup>st</sup> December 2008
<p><b>A1-4:</b> Technical assistance and capacity-building for Member States on tourism statistics and TSA</p>	<p>UNWTO Technical Workshop on Tourism Statistics and Tourism Satellite Account., <b>Cebu, Philippines</b> (21-22 October): presentation of the new IRTS 2008, the UNWTO proposal for a SCBP in South East Asia, UNWTO guidance on NTA leadership both at national and sub-national levels and the ILO - UNWTO joint project.</p> <p>Statistics Capacity-Building Programme for <b>Europe</b>: 2<sup>nd</sup> Workshop, <b>Vienna, Austria</b> (3-4 December)</p> <p>Statistics Capacity-building Programme for <b>Africa</b>: preparation of 2<sup>nd</sup> Workshop (to be held 9-11 February 2009)</p> <p>TSA Project in <b>Central America</b>: preparation of the second implementation report (November 2008)</p> <p>Missions on tourism statistics and TSA:</p> <ul style="list-style-type: none"> <li>▪ <b>Uruguay</b> (28 July-9 August)</li> <li>▪ <b>Puerto Rico</b> (25-29 August)</li> <li>▪ <b>Colombia</b>, on border-crossing statistics (1-8 September)</li> <li>▪ <b>Oman</b> (6-22 November)</li> <li>▪ <b>Albania</b>, building a regional tourism database (1-7 December)</li> </ul>
<p><b>A1-5:</b> Protect TSA brand, produce TSA manual, disseminate TSA data and explore future TSA extension</p>	<p>New project negotiated for implementation of TSA and further capacity building in TSA development and management for <b>Botswana</b></p> <p>UNWTO international Conference on measuring tourism economic contribution at sub-national levels, <b>Malaga, Spain</b> (29-31 October): : future creation of an 'International Network on Regional Economics, Mobility and Tourism (INREMT)'</p> <p>Dissemination of TSA data and the corresponding metadata: questionnaire "TSA data and related methodological information" sent and some answers received</p> <p>Measuring the tourism dimension of the Meetings Industry in cooperation with and co-financed by ICCA: the preparation of case studies continues</p>

**Specific Objective A2: Enhance UNWTO Members' ability to operate successfully in the global marketplace through constant competitiveness improvement, innovation and other tools towards excellence at destinations, and support them in multilateral trade and investment negotiations**

Area of activities	Activities undertaken from 1 <sup>st</sup> July to 31 <sup>st</sup> December 2008
<p><b>A2-1:</b> Undertake research and provide advise on short-, mid- and long-term tourism market trends, developing quantitative and qualitative forecasts on future prospects and on new products' development</p>	<p>Participation in:</p> <ul style="list-style-type: none"> <li>▪ The European Travel Commission and IPK Meeting, <b>Pisa, Italy</b> (6-7 October)</li> <li>▪ "Bolsa Turística" for the Americas, <b>Medellin, Colombia</b> (15-16 October)</li> <li>▪ Meeting of the European Travel Commission's Market Intelligence Group, <b>Brussels, Belgium</b> (4-5 November)</li> <li>▪ Conference on Tourism and the Economic Situation, <b>Paris, France</b> (13 November)</li> </ul> <p>ETC / UNWTO Joint International Seminar on Tourism Forecasting and Strategic Planning, <b>Vienna, Austria</b> (12 September)</p> <p>2nd UNWTO Conference on Tourism Trends and Outlook, <b>Guilin, China</b> (17-19 December)</p> <p>Publication of:</p> <ul style="list-style-type: none"> <li>▪ <i>Tourism Market Trends, 2007 Edition – Africa</i> (September)</li> <li>▪ <i>Tourism Market Trends, 2007 Edition – Americas</i> (September)</li> <li>▪ <i>Tourism Market Trends, 2007 Edition – Asia</i> (September)</li> <li>▪ <i>Tourism Market Trends, 2007 Edition – Europe</i> (September)</li> <li>▪ <i>Tourism Market Trends, 2007 Edition – Middle East</i> (September)</li> </ul>

Area of activities	Activities undertaken from 1 <sup>st</sup> July to 31 <sup>st</sup> December 2008
	<ul style="list-style-type: none"> <li>▪ <i>UNWTO Tourism Highlights</i> (September)</li> <li>▪ <i>Turismo en Iberoamérica</i>, in cooperation with SEGIB (October)</li> <li>▪ <i>UNWTO Barometer, Vol. 6, n° 2</i> (June) and <i>n°3</i> (October)</li> <li>▪ <i>Handbook on Tourism Forecasting Methodologies</i>, with ETC (October)</li> <li>▪ <i>The Chinese Outbound Travel Market</i>, with ETC (November)</li> <li>▪ <i>Tourism Market Trends, 2007 Edition – World Overview and Tourism Topics</i> (November)</li> </ul>
<p><b>A2-2:</b> Analyze the factors that contribute to the enhancement of competitiveness and excellence in tourism, disseminate results and provide advise to Members and DMOs, including mature/declining destinations</p>	<p>UNWTO Conference for the Middle East and Mediterranean Region "Tourism: Responding to a Turbulent Economy and a Changing Climate", <b>Sharm el Sheikh, Egypt</b> (23-24 November)</p> <p>Working Session on "Establishing Priorities in the UNWTO European Programme of Work in Times of Crisis, <b>Madrid, Spain</b> (1-2 December)</p> <p>Participation in:</p> <ul style="list-style-type: none"> <li>▪ Seminar "Turismo Compite" <b>Bogotá, Colombia</b> (30 September)</li> <li>▪ V International Seminar on Innovation and Tourism, <b>Mallorca, Spain</b> (21 October)</li> <li>▪ Conference on "New Challenges in the Tourism and Hospitality Industry", <b>Budapest, Hungary</b> (24 November)</li> <li>▪ X Brazilian Conference of Tourism Activity (CBRATUR 2008) on "Tourism and major sport events", <b>Brasilia, Brazil</b> (25 November)</li> </ul> <p>Publication of the <i>Final report of the World Tourism Conference – Tourism Success Stories and Shooting Stars - Kuala Lumpur, Malaysia, June 2007</i> (October)</p>
<p><b>A2-3:</b> Examine innovative marketing and promotion techniques and provide assistance to Members and DMOs in this area</p>	<p>UNWTO Fourth International Conference on Destination Management and Marketing: two strategic tools to ensure quality tourism, <b>Bordeaux, France</b> (16-17 September)</p> <p>First meeting of the Silk Road Eminent Persons Group, <b>UNWTO Headquarters</b> (4-6 December): UNWTO and UNDP launched the UN Silk Road City Awards for the Silk Road Initiative (SRI)</p> <p>UNWTO has participated in, and/or contributed to the following events:</p> <ul style="list-style-type: none"> <li>▪ Trail of Civilization (Cultural Buddhist Tourist Circuit promoted by <b>Indonesia, Thailand, Cambodia, Vietnam and Myanmar</b>), <b>Yogyakarta, Indonesia</b> (26 July)</li> <li>▪ Silk Road Mayors' Forum, <b>Almaty, Kazakhstan</b> (2-4 September)</li> <li>▪ Supervisory visit to the UNWTO Silk Road Office in <b>Samarkand, Uzbekistan</b> (22 October)</li> <li>▪ Conference on "Promoting the Great Silk Road on the World Tourism Market" and Roundtable on the "Ways to Develop and Promote Cultural Tourism in Countries Along The Silk Road". <b>Tashkent, Uzbekistan</b> (18 October)</li> <li>▪ International Conference on Cultural and Event Tourism, <b>Antalya, Turkey</b> (6-8 November)</li> <li>▪ Meeting of the Organization Committee of Euroal, <b>Torremolinos, Spain</b> (17-18 November)</li> </ul> <p>UNWTO conducted a mission to <b>Albania</b> (November-December) for the formulation of a marketing and product development strategy.</p> <p>Publication of the <i>Handbook on E-marketing – A Practical Guide for Tourism Destinations</i>, with ETC (October)</p>
<p><b>A2-4:</b> Develop awareness and provide advise on strategies regarding tourism and air transport in multilateral trade and investment negotiations</p>	<p>Participation in:</p> <ul style="list-style-type: none"> <li>• Hotel and Tourism Investment Development Conference, <b>Dubai</b> (8 October)</li> <li>• 2<sup>nd</sup> International Meeting on Investment Opportunities in Tourism, <b>Tehran, Iran</b> (8-9 November)</li> </ul>

Area of activities	Activities undertaken from 1 <sup>st</sup> July to 31 <sup>st</sup> December 2008
<b>A2</b> -5: Identify criteria for excellence at destinations and provide support to least developed countries for achieving excellence at their destinations, in cooperation with the CED	<p>UNWTO-CED Meeting, <b>Bordeaux, France</b> (17 September)</p> <p>All activities undertaken by the CED will be reported to the Executive Council and the General Assembly within the Report of the Secretary-General</p>

**Specific Objective A3: Enhance the ability of Member States, DMOs and tourism companies to anticipate, prevent, manage and recover from crisis situations**

Area of activities	Activities undertaken from 1 <sup>st</sup> July to 31 <sup>st</sup> December 2008
<b>A3</b> -1: Support Members to identify, prevent and mitigate global and local risks related to tourism and plan and implement crisis management systems (including SAFE Initiative)	<ul style="list-style-type: none"> <li>• UNWTO-UNSIC Workshop on the Integration of Tourism into the National Emergency Plan, <b>Jakarta, Indonesia</b> (22 July)</li> <li>• UNWTO-UNSIC Workshop on the Integration of Tourism into National Emergency Management held during the International Disaster and Risk Conference 2008, <b>Davos, Switzerland</b> (25 August): analysis of the results of the UNWTO survey on the Integration of tourism into national emergency plans</li> <li>• UNWTO AHI Simulation Exercise, <b>Bangkok, Thailand</b> (19-20 September)</li> <li>• UNWTO International Conference on Revitalization of Tourism and Confronting Crisis, <b>Chengdu, China</b> (16-18 November)</li> </ul> <p>Participation in:</p> <ul style="list-style-type: none"> <li>• Back-to-tack ASEAN plus Three EID/UNSIC Workshop on Health &amp; Tourism, <b>Bangkok, Thailand</b> (17-18 September): keynote speech delivered</li> <li>• FIA Foundation International Tourism and Road Safety Seminar, <b>Paris, France</b> (24 September): keynote speech delivered</li> <li>• UNSIC Table Top Risk and Exercise on Pandemic Influenza and Humanitarian Response for UN Agencies, <b>Geneva, Switzerland</b> (26 September)</li> <li>• WHO Conference On "Cities and Public Health Crisis", <b>Lyon, France</b> (29-30 October)</li> </ul> <p>An experience report on the activities undertaken in <b>Thailand</b> and <b>Indonesia</b> by the Bonn <i>UNWTO Consulting Unit on Biodiversity and Tourism for Tsunami Affected Countries</i> will be submitted to the Executive Council</p>
<b>A3</b> -2: Emergency assistance to members in coordination with UN system	<p>Project formulation mission conducted to Palestine for the recovery and development of the <b>Palestine Hotel Industry</b> (19-31 July)</p> <p>Technical assistance mission on risk and crisis management, <b>Sana'a, Yemen</b> (1-4 September)</p>
<b>A3</b> -3: Provide advise to governments of both generating and recipient countries on travel facilitation and travel advisories	<p>UNWTO Fourth meeting of the Working Group on the facilitation of tourist travel, <b>UNWTO Headquarters</b> (24 September)</p>

## Strategic Objective B

Promote the sustainable development of tourism in Member States in line with the Global Code of Ethics, to contribute to the Millennium Development Goals and to worldwide socio-economic development.

**Specific Objective B1:** Facilitate the integration of sustainability and quality criteria in national, regional and local tourism policies and development plans. Apply these criteria to different types of destinations and encourage their application by the private sector

Area of activities	Activities undertaken from 1st July to 31st December 2008
<p><b>B1-1:</b> Undertake research, develop manuals and provide training to national and local officials and other tourism stakeholders on: a) sustainable tourism policies and tools and b) their application to specific destinations and types of tourism resources: coastal areas, cities, heritage sites, natural parks, rural areas, SIDS, intangible heritage, etc.</p>	<p>UNWTO has participated and/or contributed to the following events:</p> <ul style="list-style-type: none"> <li>▪ Milestone Meeting of the National Sustainable Tourism Strategic Plan, <b>Cairo, Egypt</b> (16 July)</li> <li>▪ IX Forum of Tourism Development and Integration, <b>Panama City</b> (24-25 August)</li> <li>▪ VII Seminar on Tourism and Sustainability, <b>Cancun, Mexico</b> (11 September)</li> <li>▪ UNESCO Conference "Towards Sustainable Tourism Development through Cultural Tourism", <b>Bucharest, Romania</b> (25-26 September)</li> <li>▪ OECD High-Level Meeting on Tourism , <b>Riva del Garda, Italy</b> (9-10 October)</li> <li>▪ Seminar on Management of Protected Areas as a Tourism Resource, Plitviče Lakes National Park, <b>Croatia</b> (9-10 October), keynote presentation, conclusions and recommendations from debate session</li> <li>▪ II Annual Tourism Conference, <b>Madeira, Portugal</b> (17 October): key note speech delivered on tourism and environment</li> <li>▪ 3<sup>rd</sup> International Forum on Solidarity Tourism, <b>Bamako, Mali</b> (20-22 October)</li> <li>▪ 1<sup>st</sup> IIPT European Conference on Bridging the North South Divide Through Sustainable Tourism Development, <b>Amsterdam, The Netherlands</b> (23-24 October): key note speech delivered on tourism and poverty alleviation</li> <li>▪ III Conference on "Euro-Asia World Heritage Cities", <b>Solo, Indonesia</b>, (26-27 October)</li> <li>▪ UNESCO WHC International Workshop on Sustainable Tourism at World Heritage Sites, <b>Blatten, Switzerland</b> (28-29 October): presentation on community benefits from WHS tourism</li> <li>▪ XI Mediterranean Exchange for Archaeological Tourism, <b>Naples, Italy</b> (14-15 November)</li> <li>▪ Inter-Agency Inception Meeting GEF-UNIDO: Regional Project in Africa on Sustainable Tourism in Coastal Areas, <b>Nairobi, Kenya</b> (24-26 November): workplan for inception phase agreed</li> <li>▪ VI Euromeeting and II International Conference on Sustainable Tourism, <b>Rimini, Italy</b> (27-28 November): key note speech delivered on instruments for sustainability; launching of the Italian version of the UNWTO Guidebook on Indicators of Sustainable Development for Tourism Destinations</li> <li>▪ II Herity Conference: Tourism Use and Preserving the Values of Cultural Heritage, <b>Rome, Italy</b> (4-5 December)</li> <li>▪ International Conference for Decision Makers on Standards for Sustainable Tourism in the Middle East "Egypt on the Way to a Sustainable Destination", <b>Hurghada, Egypt</b> (17-19 December) declaration adopted in support of global criteria for sustainable tourism. Start of pilot project for application of GSTC</li> </ul>

Area of activities	Activities undertaken from 1st July to 31st December 2008
	<p>Support and coordinate with private sector initiatives, such as the Tour Operators' Initiative for Sustainable Tourism Development (TOI):</p> <ul style="list-style-type: none"> <li>▪ TOI Board Members and TOI/WWF Core Group Meetings (to monitor progress achieved by the TOI/WWF cooperation), <b>Helsinki, Finland</b> (3-4 July)</li> <li>▪ TOI Board Members Meeting, <b>Munich, Germany</b> (26 September)</li> <li>▪ TOI Annual General Meeting, <b>Geneva, Switzerland</b> (27 October)</li> <li>▪ TOI/WWF Core Group Meeting (20 November) and meeting with WWF Mediterranean Programme Office (21 November), <b>Rome, Italy</b>, to start the identification of a project destination in the Mediterranean region</li> <li>▪ TOI Board Members Meeting, <b>Frankfurt, Germany</b> (12 December)</li> </ul> <p>Publication of the <i>Final Report on the International Forum on Rural Tourism – Guiyang, Guizhou Province, China, 2006</i> (September)</p>
<p><b>B1</b>-2: Provide guidance to Members on regulatory and voluntary instruments for sustainability and quality in tourism, such as certification schemes, labels, awards, etc. and on ways to encourage private companies, especially SMEs, to adopt these instruments</p>	<p>Support to <b>Argentina, Chile and Colombia</b> for their participation in the Seminar on Normalisation of Tourism Services: towards quality in tourism services and destinations, <b>Lima, Peru</b> (20-21 August)</p> <p>Support for the National Seminar on Standards for Quality and Sustainability in <b>Venezuela</b> (12-14 November)</p> <p>Study on Standards and Systems for Quality and Sustainability: the experience of the <b>Americas</b>: survey with members completed, first draft under review</p> <p>Participation in the Seminar on "Protection of the Customers of Tourist Products and Services", <b>Sofia, Bulgaria</b>, (9 December)</p>

**Specific Objective B2: Promote and facilitate the widespread use of indicators of sustainability and quality in tourism destinations; promote the establishment of a tourism sustainability observatory and encourage benchmarking among tourism destinations and companies**

Area of activities	Activities undertaken from 1st July to 31st December 2008
<p><b>B2</b>-1: Continue the support to Member States and partner organizations for the application of indicators of sustainability and quality in tourism</p>	<p>UNWTO-SNV Workshop on Sustainability Indicators for Tourism Destination Management, <b>Paro, Bhutan</b> (8-10 December), workshop report</p> <p>Monitoring and indicators issues integrated in various events (e.g. Seminar on Management of Protected Areas as a Tourism Resource - Croatia, Seminar on Protected Areas – Mozambique)</p> <p>Advice provided on sustainable tourism indicators to regional and international policy processes (European Commission – Member States Reporting on Sustainable Tourism, Association of Caribbean States – Expert meeting on sustainable tourism indicators and destination monitoring, Global Criteria on Sustainable Tourism – Working Group on Indicators)</p>

**Specific Objective B3: Ensure the social and cultural sustainability of tourism, with a special focus on local communities, and provide guidance for the practical implementation of the Global Code of Ethics**

Area of activities	Activities undertaken from 1st July to 31st December 2008
<p><b>B3-1:</b> Increase awareness and involvement of the public and private sectors in the protection of children and women against exploitation (sexual and otherwise) and trafficking at tourism destinations and establishments, especially in developing countries</p>	<p>XXIII meeting of the International Task Force for the protection of children in tourism– WTM 2008 – <b>London, UK</b> (10 November), Protect Children Campaign launched and various campaign's tools available online</p> <p>Meeting of the Steering Committee of the Code of Conduct for the Protection of Children, <b>Rio de Janeiro, Brazil</b> (25 November)</p> <p>Participation in:</p> <ul style="list-style-type: none"> <li>▪ Regional Task Force for the Americas on the Protection of Children in Tourism, <b>Buenos Aires, Argentina</b> ( 18 -19 August ): key note speech delivered</li> <li>▪ III World Congress Against Sexual Exploitation of Children and Adolescents, <b>Rio de Janeiro, Brazil</b> (25-28 November); key-note speech delivered by DSG on CSR, participation in tourism sector workshop (27 Nov.) and moderation of tourism industry dialogue (28 Nov.)</li> </ul> <p>Launch of the 4<sup>th</sup> Survey on the Protection of Children in Tourism. Questionnaire sent to Full and Associate Members of the UNWTO, as well as to non-member States (October 2008)</p>
<p><b>B3-2:</b> Disseminate guidelines on tourism accessibility and opportunities for people with special needs (senior and disabled)</p>	<p>Input for chapters on "Tourism Travel by Persons with Disabilities" and on "HIV-related travel restrictions" for the 4<sup>th</sup> meeting of the Working Group on Facilitation of Tourist Travel (September 2008)</p> <p>Liaison and coordination with the Inter-agency Support Group for the Convention on the Rights of Persons with Disability, and with its Task Team on Persons with Disabilities</p>
<p><b>B3-3:</b> Study the relationship between tourism and migrations</p>	<p>Preparation of a study on Tourism and Migration: final draft under revision, to be finalized and launched during the first quarter 2009</p>
<p><b>B3-4:</b> Promote the contribution of tourism to the Alliance of Civilizations (AOC)</p>	<p>Publication of the <i>Final Report of the International Conference on Tourism, Religions and Dialogue of Cultures, October 2007, Cordoba, Spain</i> (December)</p>
<p><b>B3-5:</b> Monitor the implementation of the GCoE, especially in terms of its incorporation in legislations and in companies' practices</p>	<p>VII meeting of the World Committee on Tourism Ethics, <b>Rome, Italy</b> (14-15 November): official inauguration of the Permanent Secretariat of this Committee in Rome</p> <p>Launch of the 2<sup>nd</sup> Survey on the Implementation of the Global Code of Ethics for Tourism to Full and Associate members, and Members of the UNWTO Destination Council (September 2008)</p> <p>Finalization of Implementation Survey questionnaires for the UNWTO Business and Education Council (to be launched in January 2009)</p>
<p><b>B3-7:</b> Initiate the application of UNWTO WTD recommendations on women and tourism</p>	<p>UNWTO Informal meeting of the "Women in Tourism Task Force", WTM 2008, <b>London, United Kingdom</b> (11 November)</p> <p>Signing of MOU between UNWTO and UNIFEM (October 2008) and preparation for triennial UNWTO/UNIFEM global report on the role of women in tourism</p> <p>Financial contribution pledged by Spanish Cooperation Agency for projects on gender equality and poverty alleviation</p>

**Specific Objective B4:** Deepen the knowledge of the contribution of tourism to poverty alleviation and its distribution among different stakeholders and host communities, in order to enhance both, policy formulation by public administrations and management practices by companies.

Area of activities	Activities undertaken from 1st July to 31st December 2008
<p><b>B4-1:</b> Study ways in which tourism can open economic development opportunities for poor people living in or around natural parks and protected areas and disseminate results among Member States and protected areas authorities</p>	<p>Regional Project on Cross-boarder Parks and Protected Areas in West Africa:</p> <ul style="list-style-type: none"> <li>▪ Official launching of the project by the UNWTO Deputy Secretary-General (<b>Bamako, Mali</b> 21 October 2008)</li> <li>▪ Missions to the following countries for the implementation of first phase of the feasibility study (14 November – 12 December): <b>Senegal, Guinea, Guinea Bissau, Gambia, Burkina Faso, Niger, Benin, Mali</b> (mission report under preparation)</li> </ul>
<p><b>B4-2:</b> Identify suitable government incentives for enhancing the contribution of tourism to the local economy, especially to women</p>	<p>UNWTO III International Conference on Tourism and Handicrafts, <b>Lima, Peru</b> (24-26 September): Final Report published            UNWTO Seminar on Ecotourism and Protected Areas in Africa: Contributing to community development and conservation, <b>Maputo, Mozambique</b> (5-7 November)            Participation in:</p> <ul style="list-style-type: none"> <li>▪ II International Rural Tourism Seminar and Business Fair, <b>La Paz, Bolivia</b> (10-11 October)</li> <li>▪ II Latin American Forum on Rural Community Tourism organized by Renitural, <b>Catarina, Nicaragua</b> (28-29 August)</li> </ul> <p>Discussions held with Iranian Tourism Authorities on a proposal of establishing a centre for tourism and handicrafts, <b>Tehran, Iran</b> (November)</p>
<p><b>B4-3:</b> Undertake research, develop manuals and provide training to national, local officials and community organizations in developing countries (especially those benefiting from the Special Programme for Africa) on: a) integrating tourism into poverty reduction strategies, b) enhancing the contribution of tourism to poverty alleviation and c) influencing the destinations' value chain in favour of the poor, especially women</p>	<p>UNWTO National Conference on Re-launching Tourism Development in Côte d'Ivoire, <b>Abidjan, Côte d'Ivoire</b> (8-10 October)            Tourism training workshop on Value Chain Analysis for SNV Tourism Advisors, <b>Tirana, Albania</b> (13-24 October)            SNV Regional Tourism Meeting, <b>Inhambane, Mozambique</b> (8-9 November)            The development of a UNWTO-SNV Manual on Enhancing Pro-poor Benefits in Tourism Destinations and Value Chains initiated: concept paper developed, UNWTO-SNV MoU signed</p>
<p><b>B4-5:</b> UNWTO-FIFA partnership to help generating benefits for all African countries from World Cup 2010</p>	<p>Meeting held at the UNWTO headquarters with a private sector company for the creation of the website <a href="http://africa.travel">africa.travel</a>, <b>UNWTO headquarters</b> (17 September)</p>

**Specific Objective B5:** Improve the understanding of the relationship between climate change and tourism, and promote the formulation and implementation of adaptation and mitigation policies and measures.

Area of activities	Activities undertaken from 1st July to 31st December 2008
<p><b>B5-1:</b> Conduct further research on climate change trends and potential impacts on tourism destinations and tourists' behaviour</p>	<p>Publication of "<i>Climate Change and Tourism – Responding to Global Challenges</i>" (August)</p> <p>Publication of leaflets and other awareness-raising materials</p> <p>Ongoing participation in the UN Interagency action oriented approach to the challenge of climate change</p>
<p><b>B5-2:</b> Continue the pilot testing of adaptation and mitigation measures</p>	<p>Meeting of the GEF Project on Climate Change Adaptation in the Tourism Sector, <b>Male, Maldives</b> (19-23 September): fully formulated project proposal developed and submitted to UNDP-GEF, contacts initiated with finance organizations for co-funding. More information: <a href="http://www.unwto.org/climate-maldives">http://www.unwto.org/climate-maldives</a></p> <p>Launching and start of the EU-funded project on Intelligent Energy for European hotels under the leadership of UNWTO and with the cooperation of UNEP, IHRA, EREC and ADEME. More information on: <a href="http://www.unwto.org/afiliados/business/en/business.php">http://www.unwto.org/afiliados/business/en/business.php</a></p>
<p><b>B5-3:</b> Develop further awareness on the impacts of climate change on tourism and on the contribution of tourism to climate change, identifying possible mitigation and adaptation measures and provide technical support to Members</p>	<p>World Tourism Day 2008. Theme: Tourism responding to the Challenge of Climate Change, <b>Lima, Peru</b> ( 27 September)</p> <p>Participation in national events related to WTD:</p> <ul style="list-style-type: none"> <li>▪ <b>Montevideo, Uruguay</b> (27 September)</li> <li>▪ <b>Andorra</b> (26 September)</li> <li>▪ <b>Helsinki, Finland</b> (25 September)</li> <li>▪ <b>Bucharest, Romania</b> (27 September)</li> <li>▪ <b>Brussels, Belgium</b> (9 October)</li> </ul> <p>UNWTO Ministers' Summit on Responding to the Economic Downturn and Staying on Course with the Climate and Poverty Reduction Agenda, and UNWTO UNWTO Seminar on Tourism Climate Change Solutions: improving sustainability and competitiveness, WTM 2008, <b>London, United Kingdom</b> (11-12 November)</p> <p>UNWTO-UNEP-COTELCO Regional Conference on Climate Solutions for the Tourism Industry for the Americas and Caribbean Countries, <b>Bogota, Colombia</b> (3-4 December)</p> <p>Participation in:</p> <ul style="list-style-type: none"> <li>▪ Conference on the EU and its Overseas Entities, <b>Réunion Island, France</b> (7-9 July), presentation on Climate Change and Tourism in Island Destinations</li> <li>▪ Regional Meeting of Tourism Authorities, <b>Santa Marta, Colombia</b> (4-6 September), presentation on Climate Change and Tourism</li> <li>▪ 2nd meeting of the International Organizing Committee of the World Climate Conference-3, <b>Geneva, Switzerland</b> (3-5 September)</li> <li>▪ National Seminar on the Challenges of Climate Change for Local Tourism Destinations, <b>Paris, France</b> (30 September)</li> <li>▪ Global Compact Caring For Climate, <b>Geneva, Switzerland</b> (21-22 October)</li> <li>▪ UNFCCC COP 14, <b>Poznan, Poland</b> (3-9 December): submission of papers and presentations at: CEB paper on UN responses to CC, UN Adaptation Side Event, UNFCCC Subsidiary Body on Implementation, Nairobi Work Programme on Adaptation - Focal Point Meeting, intervention at UN High-Level Side Event</li> </ul>

## Strategic Objective C

Ensure that governments, the NTAs, tourism destinations, the private sector and other tourism stakeholders establish: a) the necessary education and training tools, b) suitable partnerships and collaboration frameworks, c) proper governance structures and management systems to optimize results and ensure adherence to the Global Code of Ethics, and d) obtain the necessary technical assistance and financing support.

### Specific Objective C1: Increase strategic capacity of UNWTO Members in the areas of tourism education and knowledge management

Area of activities	Activities undertaken from 1st July to 31st December 2008
<p><b>C1-1:</b> Reinforce the UNWTO network of centres specialized in knowledge resources and quality education and training (TedQual, GTAT, TedProm)</p>	<p>Education and training needs assessment and planning:</p> <ul style="list-style-type: none"> <li>▪ Assessment of training needs in the NTA and training plan, <b>Saudi Arabia</b> (18-22 October)</li> <li>▪ Redesigning of National Hospitality Education Curriculum, <b>India</b> (December)</li> <li>▪ Regional study on supply and demand in HR training for the <b>Ibero-American</b> hospitality and tourism sector (initiated in December 2008): TOR in preparation, study to be completed by June 2009</li> <li>▪ Detailed Manpower plan for tourism sector of <b>Oman</b> to 2020 (initiated December): mission planned in March 2009</li> </ul> <p>Quality Assurance System for Tourism Education and Training Programmes (TedQual System):</p> <ul style="list-style-type: none"> <li>▪ TedQual Audit on Programmes of Institute for Tourism Studies- IFT MACAO, <b>Macao</b>, (22-24 September)</li> <li>▪ TedQual Seminar, <b>Hangzhou</b>, Zhejiang Province, <b>China</b> (25 September)</li> <li>▪ Seminar to train 4 TedQual Auditors, <b>Hong Kong</b> (29-30 September)</li> <li>▪ Revision and updating of TedQual Certification System in collaboration with TedQual Institutions: final report due January/February 2009</li> <li>▪ Tedqual Certification: 6 TedQual Renewals</li> </ul>
<p><b>C1-2:</b> Reinforce the UNWTO network of officials and managers applying knowledge management instruments and their application in governance</p>	<p>UNWTO capacity-building initiatives for NTAs:</p> <ul style="list-style-type: none"> <li>▪ UNWTO-Themis Course on Sustainable Tourism Development for Latin American Civil Servants: Instruments for Destination Management, <b>Zacatecas, Mexico</b> (3-7 November): 43 officials trained from 7 Latin American countries</li> <li>▪ Tourism Policy and Strategy Course for central American and Caribbean region, <b>El Salvador</b> (17-21 November):</li> <li>▪ Destination Management Workshop, <b>Saudi Arabia</b> (work initiated in October 2008, held 13-14 January 2009)</li> <li>▪ Tourism Strategic Market Planning blended course: Tenders under examination, scheduled for completion first half of 2009</li> </ul> <p>Practicum: UNWTO Practicum held, at <b>Themis Foundation</b> and <b>UNWTO Headquarters</b> (22-31 October): 17 officials trained from 17 Member States from Africa, Americas, Europe and Middle East</p> <p>Internship/Fellowship programmes offered to recent graduates graduates for the Tourism Destination Policy and Strategy Management and Masters Courses: Master in UNWTO-Open University of Catalonia, <b>Spain</b> (UOC) in Tourism Policy and Strategy for Destination Management (e-learning) now in its third year</p> <p>Participation in:</p>

Area of activities	Activities undertaken from 1st July to 31st December 2008
<p><b>C1-3:</b> Foster knowledge management in tourism as an instrument for development and sustainability</p>	<ul style="list-style-type: none"> <li>▪ Pan American Conference of Tourism Universities, <b>Santiago de Chile</b> (4 November)</li> </ul> <p>Application of UNWTO learning programmes to development assistance:</p> <ul style="list-style-type: none"> <li>▪ Tedqual Volunteers project: exploratory mission to <b>Lesotho</b> (5-13 October)</li> <li>▪ UNWTO.Tedqual Volunteers Course, <b>Valencia, Spain</b> (July)</li> <li>▪ Following the exploratory Mission last June to evaluate feasibility of implementing a UNWTO Volunteers project in <b>Colombia, Guapi</b> and <b>Leticia</b> regions, the project is under preparation with the Government of <b>Colombia</b></li> <li>▪ Field mission regarding the “Chiapas 2015: Strategic and Competitiveness Tourism Plan” for the municipalities of <b>Tuxtla Gutiérrez, San Cristóbal de las Casas, Palenque</b> and <b>Comitán de Domínguez, Mexico</b> (20 September - 11 October): Final Report in preparation.</li> <li>▪ Programme “Uruguay 2010: Rutas del Este de <b>Uruguay</b>”: Final Report submitted to Government (January 2009)</li> </ul> <p>Participation in EDUCA BERLIN 2008, <b>Germany</b> (3-5 December): UN wide collaboration on technology-supported learning</p> <p>Tourism training courses for SNV Balkans Tourism Advisors, <b>Montenegro</b> (July)</p> <p>Technical assistance to India for the Re-design of the Curriculum of the <b>Indian</b> Hotel Management and Catering Technology Schools (November 2008 – January 2009)</p> <p>Project for designing a Diploma Programme in Hospitality Management for the <b>Guilin</b> Institute of Tourism of <b>China</b> (continuous throughout 2008)</p> <p>Communication: the web sites of both the Education and Training Department and the UNWTO Themis Foundation are being restructured in line with the 2008-2009 programme of work.</p>

**Specific Objective C2: Increase international awareness on the Global Code of Ethics for Tourism and improve effective implementation of its principles by governments and the tourism industry.**

Area of activities	Activities undertaken from 1st July to 31st December 2008
<p><b>C2-1:</b> Finalize and refine the procedures for conciliation and consultation by World Committee on Tourism Ethics and test these procedures with a number of real cases</p>	<p>Communication of the Secretary General and the Chairman of the World Committee on Tourism Ethics to Ministers of Tourism and high level authorities of Member and non-member States highlighting the importance of promoting and implementing the ethical principles of the Code (October 2008)</p> <p>Agreement reached by the Committee (November 2008) on the development of a corpus of clarifications on specific ethical issues related to tourism for private and public sector stakeholders, as well as of a set of guidelines to facilitate the implementation of the Code by governments, both to be publicly disclosed and placed on the UNWTO website. Recommendations of the Committee concerning cases of dispute settlement by means of conciliation to remain confidential, except if the implementation of the former is held up by one of the parties in the dispute.</p>

**Specific Objective C3: Identify and analyse the tourism development needs of Member States and regions and provide them with technical assistance specific to these needs**

Area of activities	Activities undertaken from 1st July to 31st December 2008
<p><b>C3-1:</b> Field technical assistance</p>	<p>Technical assistance missions undertaken (advisory in nature):</p> <ul style="list-style-type: none"> <li>▪ <b>Jamaica</b>, Tourism Legislation (11-21 August)</li> </ul>

Area of activities	Activities undertaken from 1st July to 31st December 2008
and sectoral support missions to Member States upon request	<ul style="list-style-type: none"> <li>▪ <b>Nepal</b>, assessment of the current situation of Nepal's tourism industry after a decade of political and social conflicts (6-13 December)</li> <li>▪ <b>Peru</b>, Land Planning of the Paracas Area (5-12 September)</li> <li>▪ <b>Saudi Arabia</b>, Human Resource Development Needs Assessment and Programme for the Commission for Tourism and Antiquities (18-22 October)</li> </ul> <p>Sectoral support missions undertaken (formulation of project documents):</p> <ul style="list-style-type: none"> <li>▪ <b>Bahrain</b>, mission for the UNWTO-Government of Bahrain Hotel Classification Project (16 November – 22 December)</li> <li>▪ <b>Indonesia</b>, assistance to the review of Terms of Reference for Tourism Master Plan</li> <li>▪ <b>Macedonia</b>, revision of the Sustainable Tourism Development Strategy (23-28 November)</li> <li>▪ <b>Niger</b>, funding approval by the Spanish Agency for International Cooperation and Development, for the formulation of the National Tourism Strategy and the Priority Actions Programme, and preparation of the mission (9-14 January 2009)</li> <li>▪ <b>Syrian Arab Republic</b>, formulation mission for the Integrated Tourism Development Plan (19-29 October)</li> </ul> <p>Field missions for the review and monitoring of projects:</p> <ul style="list-style-type: none"> <li>• <b>Bahrain</b>, <i>Review meetings for the Development of a Hotel Classification and Grading System for Hotels and Accommodation Establishments (15-19 October)</i></li> <li>• <b>Botswana</b>: <ul style="list-style-type: none"> <li>○ participation in the launching of Community-based Tourism Project, in the Steering Committee Meeting on Tourism Policy Project and in the National Conference on Presentation of Tourism Policy (8-12 August)</li> <li>○ Discussions with government on new project for training on TSA (5-8 November)</li> </ul> </li> <li>• <b>China</b>, Formulation of a Diploma Programme on Hospitality Management for the Guilin Institute of Tourism (25-27 November)</li> <li>• <b>India</b>: <ul style="list-style-type: none"> <li>○ Formulation of a Tourism Development Master Plan project for <b>Punjab</b> (various missions: 18 May – 25 August)</li> <li>○ Final review meeting of the Coastal Tourism Development Master Plan for <b>Orissa and West Bengal</b> (13 July)</li> <li>○ Discussions on the implementation of the Tourism Coastal Plan for the State of <b>Orissa</b> (7-9 August)</li> <li>○ Discussions with the Indian Institute of Tourism and Travel on the implementation of master plan projects (25-27 August)</li> </ul> </li> <li>• <b>Rwanda</b>, Inception and Mid-term Review meetings for the Tourism Master Plan project (October and December)</li> <li>• <b>Timor-Leste</b>, Presentation of Tourism to Council of Ministers (29 July)</li> </ul> <p>Field missions of the Regional Representatives and other officials to:</p> <ul style="list-style-type: none"> <li>• <b>Andorra</b> by the Secretary-General (29 July)</li> <li>• <b>China</b>: <ul style="list-style-type: none"> <li>○ <b>Anhui</b>, participation in the 2008 Anhui Tourism Festival and in the event on Best Loved Cities of China (29-30 September)</li> <li>○ <b>Guangdon</b>, International Tourism and Culture Festival (27-29 November)</li> <li>○ <b>Guangzhou</b>, participation in the Tourism Forum (24 November)</li> <li>○ <b>Guizhou</b>, participation in the Conference on the Tourism Industry Development &amp; in the 2<sup>nd</sup> Guizhou Original Ethnic Culture and Arts Festival (26-29 September)</li> <li>○ <b>Hangzhou</b>, participation in the 10th West Lake Expo (17-20 October)</li> <li>○ <b>Qingdao</b>, participation in the Opening Ceremony of the 2008 Olympic Sailing Regatta</li> <li>○ <b>Shanghai</b>, participation in the 2008 China International Tourism Mart (19-21 November)</li> </ul> </li> </ul>

Area of activities	Activities undertaken from 1st July to 31st December 2008
	<ul style="list-style-type: none"> <li>• <b>Croatia</b>, participation in the Conference on the "Challenges of Tourism in the European part of the Mediterranean, with an emphasis on the Adriatic Destinations" (22 October)</li> <li>• <b>Egypt</b>: <ul style="list-style-type: none"> <li>○ by the Deputy Secretary-General (1 July)</li> <li>○ by the Assistant Secretary-General (27 October)</li> </ul> </li> <li>• <b>El Salvador</b>, participation in the VIII Iber-American Conference for Ministers, plus other official events, including an official trip to <b>Honduras</b> with the Minister (19-23 July)</li> <li>• <b>France</b> by the Secretary-General: <ul style="list-style-type: none"> <li>○ Participation in the <b>European</b> Tourism Forum (18-19 September)</li> <li>○ Participation in a Conference on Tourism and Climate Change at the Sorbonne University (17-18 November)</li> </ul> </li> <li>• <b>Hong Kong SAR, China</b>, by the Secretary-General, visit of the Polytechnic University (24 November)</li> <li>• <b>Indonesia</b>, Participation in the "Trail of Civilization" Event</li> <li>• <b>Peru</b>, preparation of the 3<sup>rd</sup> UNWTO Conference on Tourism and Handicrafts and negotiations with UNDP (5-10 August)</li> <li>• <b>Poland</b> Institutional visit to Warsaw, Cracovia and Zabrze by the Secretary-General (3-6 September): agreement signed and opening of the "UNWTO Industrial Heritage Center" in Zabrze</li> <li>• <b>Portugal</b>, participation in the AMFORTH World Forum (8-10 October)</li> <li>• <b>South Africa</b>, participation in the National Tourism Conference (3 November)</li> <li>• <b>Tajikistan</b>, institutional visit (14-18 September)</li> <li>• <b>Vietnam</b>, Review the MoU draft between UNWTO and the Ministry of Culture, Sports and Tourism and participation in the ASEM Tourism Forum (11-12 September)</li> </ul>
<p><b>C3-2:</b> Identify and secure extra-budgetary resources for the implementation of technical assistance projects</p>	<p>Development assistance funded by the Spanish Millennium Development Goals Fund: UNWTO is involved in six country programmes (<b>Ecuador, Honduras, Nicaragua, Egypt, Senegal and Turkey</b>) for the implementation of eight (two in Ecuador, two in Nicaragua) multidisciplinary projects in which tourism is a key sector for local development. Negotiations are currently under way to include tourism, with UNWTO involvement, in new country programmes, specifically in <b>Cape Verde, Honduras, Mali, Nicaragua, Panama, Peru and Serbia</b>.</p> <p>A special report will be prepared by the Secretariat on MDG funded projects for the Executive Council.</p> <p>New projects negotiated with Governments and/or UNDP:</p> <ul style="list-style-type: none"> <li>• <b>China</b>, Discussions with UNDP on the Silk Road Programme and Greater Tumen Initiative</li> <li>• <b>Bahrain</b>, project approved for Development of Tourism Satellite Account</li> <li>• <b>Botswana</b>, project approved for Implementation of the Tourism Satellite Account</li> <li>• <b>China</b>, discussions with Guilin Institute of Tourism for project extension</li> <li>• <b>FYR Macedonia</b>, discussions with UNDP for implementation of Tourism Strategy</li> <li>• <b>India</b>, discussions with State Government of Punjab for implementation of Master Plan</li> <li>• <b>Qatar</b>, project approved for Development of Tourism Satellite Account</li> <li>• <b>Rwanda</b>, tourism master plan project extension included for formulation of a Tourism Policy</li> <li>• <b>Thailand</b>, meetings with the Government and UNDP on Southern Provinces Project (8 October)</li> <li>• <b>Timor-Leste</b>, Discussions with Government on implementation of Tourism Policy (30 July)</li> </ul> <p>Participation in the Conference on Tourism and International Cooperation for Development, <b>Andorra</b> (18 July)</p>

Area of activities	Activities undertaken from 1st July to 31st December 2008
<p><b>C3-3:</b> Implement technical cooperation projects and monitor results</p>	<p>Current projects under way:</p> <ul style="list-style-type: none"> <li>• <b>Bahrain</b>, Hotel Classification and Grading System</li> <li>• <b>Botswana</b>, Tourism Policy presented to Government in August 2008</li> <li>• <b>Botswana</b>, Community-based Tourism Project</li> <li>• <b>China</b>, Diploma Program in Hospitality Management Project: final review meeting (25-27 November)</li> <li>• <b>Egypt</b>, National Tourism Master Plan</li> <li>• <b>India</b>, Coastal Tourism Development Plan for <b>Orissa and West Bengal</b>, final report presented in July</li> <li>• <b>India</b>: Tourism Development Master Plan for <b>Punjab</b>, draft final report presented on 29 October</li> <li>• <b>Oman</b>, Development of a Tourism Satellite Account</li> <li>• <b>Panama</b>, Tourism Master Plan, final report presented on 21 October</li> <li>• <b>Rwanda</b>, Tourism Master Plan</li> <li>• <b>Timor-Leste</b>, Tourism Policy presented to Government in July 2008</li> </ul>
<p><b>C3-4:</b> Identify, implement and monitor technical assistance projects leading to poverty alleviation (ST-EP projects)</p>	<p>ST-EP project missions undertaken:</p> <ul style="list-style-type: none"> <li>▪ Follow-up missions, Agricultural Supply to Hotels project in <b>Sangha, Mali</b> (12-20 September and 16 November-6 December)</li> <li>▪ Review meetings on ST-EP projects attended in Vietnam (1 – 2 July), Lao PDR (3 – 4 July), Rwanda (14 October), and <b>Inhambane, Mozambique</b> (8-12 November)</li> <li>▪ Physical and financial progress meeting on ST-EP programme in <b>Seoul, Korea</b> (17 – 19 December)</li> </ul> <p>Meeting with the government of Albania and representatives of the Italian cooperation concerning UNWTO's involvement in the implementation of an ST-EP Italian funded project, <b>Tirana, Albania</b> (July)</p> <p>Memorandum of Understanding Signing Ceremony on ST-EP China Programme, <b>Shanghai, China</b> (19 November)</p> <p>ST-EP Project Conference and Review Meetings, <b>Korca, Albania</b> (3-5 December)</p>

### Specific Objective **C5**: Improve governance structures in tourism through suitable public-private partnerships (PPPs)

Area of activities	Activities undertaken from 1st July to 31st December 2008
<p><b>C5-1</b>: Collect and disseminate best practices on tourism governance and PPPs and promote their adoption by Members</p>	<p>UNWTO International Seminar on Tourism Governance in the Americas, <b>Villahermosa, Mexico</b> (12-13 September)</p> <p>UNWTO Sixth International Forum on Tourism for Parliamentarians and Local Authorities, <b>Cebu, Philippines</b> (22-25 October)</p> <p>UNWTO Associations Think Tank (UNWTO Affiliate Members-Business Council - WTM 2008 – <b>London, United Kingdom</b> (9 November)</p> <p>Participation in:</p> <ul style="list-style-type: none"> <li>▪ National Tourism Convention, by the Chairman of the Affiliate Members, <b>Mexico DF</b> (1 July)</li> <li>▪ National Convention of the Chilean Association of Tourism Enterprises, ACHET, <b>Santa Cruz, Chile</b> (4 August)</li> <li>▪ German Tourism Industry Association (BTW) Summit, <b>Berlin, Germany</b> (13 October)</li> <li>▪ XLVI IH&amp;RA Annual Congress, <b>Monterrey, Mexico</b> (21 October)</li> <li>▪ III International Rhodes Tourism Forum, <b>Rhodes, Greece</b> (24-25 October)</li> <li>▪ First Iranian Tour Operators Convention, <b>Tehran, I.R. of Iran</b> (24-27 November)</li> </ul>

## Strategic Objective **D**

Support UNWTO members in the fields of information technologies, management techniques, documentation and the use of latest available technologies to enhance the image of the tourism sector and that of the Organization, directly and through its partnerships.

Specific Objective **D1**: Promote information management, documentation support, the production of publications and the establishment of networking systems in tourism, and strengthen the capacities of UNWTO Members and other tourism stakeholders to access these systems

Area of activities	Status of progress as of end of December 2008
<p><b>D1-1</b>: Continue the updating and maintenance of UNWTO Documentation Resources (both physical and on-line), the UNWTO linguistic Thesaurus, UNWTO records and archives and the tourism legislation tools (LEXTOUR and DFTL) for optimal internal and external use</p>	<p>Provide access to UNWTO's historical documents and archives through specific information products and consultation service: current implementation of the guidelines from the <i>UNWTO Records and Archives Management Handbook</i></p> <p>Interactive UNWTO/IFTTA Discussion Forum on Tourism Legislation (DFTL): to be launched in January 2009</p> <p>Report on the findings of the Survey on the Structures, Spheres of Competence and Activities of NTAs: report finalized in November (to be distributed early in 2009)</p> <p>Participation in the:</p>

Area of activities	Status of progress as of end of December 2008
	<ul style="list-style-type: none"> <li>• First Ibero-American Conference on Travel &amp; Tourism Law –IFTTTA Argentina Chapter-University of Buenos Aires-Secretaría de Turismo, <b>Buenos Aires, Argentina</b>, (21-22 August): key note speech delivered</li> <li>• II International Congress on Tourism Legislation, <b>Cancun, Mexico</b> (29-30 October): key note speech delivered</li> </ul> <p>First updated edition on web access and/or CD-Rom of the UNWTO "Thesaurus on Tourism and Leisure Activities (TTLA)" under preparation : revision of the 20 semantic fields in cooperation with the different institutions co-authors of the TTLA (updated version expected in 2009)</p> <p>TTLA translation started to:</p> <ul style="list-style-type: none"> <li>• German, by the Centre of Translation Studies – University of Vienna, Austria, expected in 2009</li> <li>• Arabic, by the School of Translators and Interpreters of Beirut (ETIB) of the St. Joseph University of Lebanon, expected in 2009</li> <li>• Chinese( within the implementation of the Tourism Cooperation Agreement signed in 2005 between China and France): exchange of letters with NTAs</li> </ul>
<b>D1</b> -2: Provide technical assistance and capacity-building to NTAs on information management in tourism and on the establishment and running of documentation centres for tourism	Follow up mission for the setting up of an information and documentation resource centre (IDRC) within the National Tourism Administration (NTA), <b>Buenos Aires, Argentina</b> , (20 August): mission report submitted
<b>D1</b> -3: Establish and run UNTEN, including UNWTO participation in the Global UN Inter-Agency Knowledge Sharing and Information Management (KSIM) Working Group	<p>Participation in the Annual Meeting of the UN Inter-Agency Working Group on Knowledge Sharing and Information Management (KSIM), <b>Vienna, Austria</b> (29September -1st October): key note speech delivered</p> <p>UNTEN operational since November, but few agencies have provided their inputs</p>
<b>D1</b> -4: Inform UNWTO Members on current news in specific areas, e.g. State policy in the tourism sector, spheres of competence and activities of NTAs, tourism research, etc.	<i>Note: most of the activities undertaken under the specific objective D1 are permanent activities. Therefore, only changes are notified in this document.</i>
<b>D1</b> -5: Coordinate and follow up the production of UNWTO publications in various languages and further development of the WTO-e-library	<p>Keep the e-library system up-to-date with new technological developments</p> <p>Regular upload and cataloguing of information: 1950-1975 publications scanned and added</p>
<b>D1</b> -6: Sales and promotion of publications, translation and reproduction rights	Participation in the Frankfurt Bookfair, <b>Germany</b> (14-19 October)

**Specific Objective D2:** Enhance the ability of UNWTO Members, especially in developing countries, to make the best possible use of information and communication technologies (ICT) in tourism development, management and marketing.

Area of activities	Activities undertaken from 1st July to 31st December 2008
<b>D2-1:</b> Analyse ICT developments and their impact on tourism	Meetings held with MICROSOFT, EXEO, BOOZ, <b>Frankfurt, Germany</b> (30 October) Participation in the conference on e-tourism within the PATA Tourism Strategy Forum, <b>Kunming, China</b> (29-30 October)
<b>D2-2:</b> Build partnerships for advancing applications of ICT in tourism businesses, especially SMEs	Manage operational aspects of the Microsoft Public-Private Partnership and other partner projects: <ul style="list-style-type: none"> <li>▪ Participation in the Microsoft Conference, Washington, USA (22-23 September)</li> </ul> Strengthen relationship with International Federation for IT and Travel & Tourism (IFITT): Manage United Nations Group on Information Society (UNGIS) and other UN ICT relationships: Create alliances and work with other relevant bodies:
<b>D2-3:</b> Assist Members in introducing ICT in their management and administration procedures	

**Specific Objective D3:** Promote the importance of tourism as a key factor in advancing socioeconomic development, and position UNWTO's role and image in this process

Area of activities	Activities undertaken from 1st July to 31st December 2008
<b>D3-1:</b> Strengthen relationships with media to raise awareness about the importance of tourism and the role of UNWTO	Regular background media briefings to increase awareness on UNWTO activities and policy: Strategic media-partnerships worldwide to ensure global messaging platform: <ul style="list-style-type: none"> <li>▪ UNWTO Media Council launched at ITB 2008</li> <li>▪ Participation in the 50<sup>th</sup> FIJET World Congress, <b>Ljubljana, Slovenia</b> (18-20 October)</li> <li>▪ Participation in the I Asian Tourism Congress in Spain, <b>Barcelona, Spain</b> (25-26 September)</li> </ul>
<b>D3-2:</b> Strengthen strategic alliances with international tourism fairs	Organization and coordination of a strategically positioned participation in the biggest international travel trade fairs: World Travel Market, <b>London, United Kingdom</b> (10-13 November)
<b>D3-3:</b> Assist Member States, especially LDCs, in developing their communications capacities in tourism, including image building	Participation in a press trip and a workshop on the Promotion of the Image of Central America and in the CATM Fair, <b>Managua, Nicaragua</b> (7-13 September)

Area of activities	Activities undertaken from 1st July to 31st December 2008
<p><b>D3-4:</b> Enhance UNWTO's image and delivery of its strategic messages through different communications tools</p>	Regular publication of the UNWTO Calendar of International tourism events: Produced on-line and distributed with <i>UNWTO News</i>
	Policy papers to establish UNWTO as authoritative source in key issue areas: WTD 2008 conclusions on Climate Change & Tourism and 2008 Ministers Summit conclusions
	Improve and implement strategies on UNWTO corporate identity: New UNWTO Logo designed, next step is implementation
	Produce and disseminate <i>UNWTO News</i> : 4 editions produced, including 1 special edition for WTD 2008
	Participation in the UN Communications Group and other communications associations: Participation on conference calls on strategic UN positioning; Member of the European Association of Journalists (Spanish Chapter)
	Improve and implement strategies on UNWTO corporate identity: positioning of WTD as the leading global event & campaign around tourism's socioeconomic value

## II. Evaluation of the General Programme of Work for the period 2008-2009

7. In September 2008 (35<sup>th</sup> PC meeting), the Division of Programme and Coordination (DPC) presented an evaluation of the technical events and missions undertaken during the first semester of the year, as well as the type of instruments used to conduct such assessment. The results obtained and the harmonised process and tools used were approved by the Programme Committee. In the present document, the results of the evaluation of technical events and missions for the full year 2008 are summarised.

8. Following some recommendations of the Committee, DPC prepared a complete set of internal guidelines relative to the organization of technical events. Indeed, events represent one of the main activities undertaken by the Secretariat, being a powerful tool for transferring knowledge and practical rules to UNWTO Members in both, the public and private tourism sectors. These guidelines have been circulated among all staff members for immediate application.

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

### A. Evaluation of UNWTO Technical Events

10. During the year 2008, 57 UNWTO technical events have been held, of which 36 have been evaluated (List in Annex 2). Some events have not been assessed because they consisted of very short meetings (half a day or less), or because the level of replies from participants to the evaluation survey was very low. Some others were co-organized with institutions that have their own evaluation process. In this case and whenever possible, some elements of the assessment conducted have been included in the aggregated results. In order to get a more accurate feedback regarding UNWTO technical events in 2009 and beyond, the Secretariat will endeavour to raise the proportion of events evaluated, as well as the number of respondents to the evaluation process.

11. The present report summarizes the opinions of around 1,000 participants in UNWTO events. It follows the structure of the evaluation form distributed during these events, presenting the aggregated statistical results and summing up the main comments expressed.

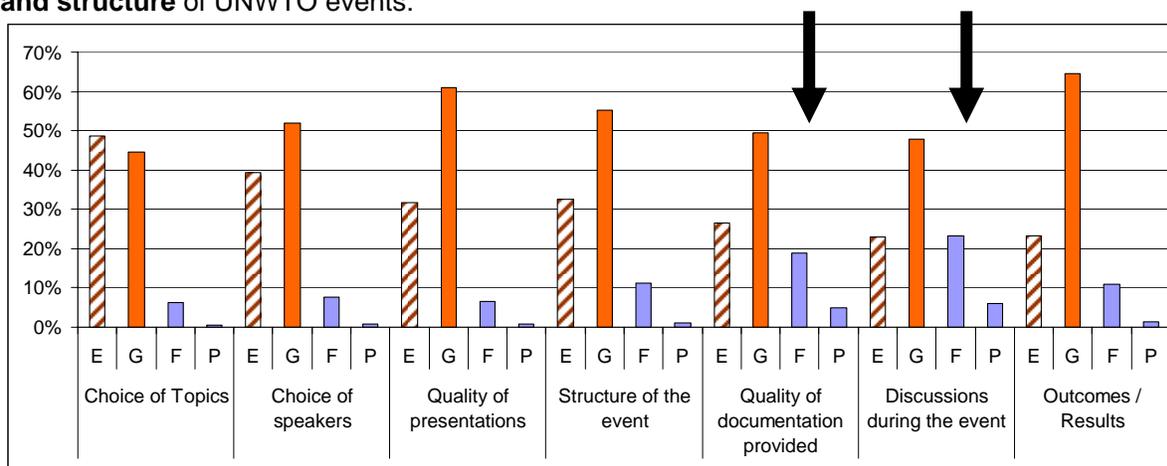
12. Among the 36 events evaluated, seven particular events regarding education (Practicum, Tedqual Programmes and Themis courses for officials) required a specific format questionnaire. The assessment of four out of these seven events was already presented in the document PC/35/5 Add.1 last September. Therefore, the present document focuses on the evaluation of the remaining three events (see Annex 1).

### 13. Professional background of respondents to the evaluation surveys:

NTA officials	Other governmental agencies	Local governments	Private sector or Business Association	University Research institute	Inter-governmental Organization or Institution	NGO	Media	Other or not specified
28%	14%	7%	17%	10%	4%	6%	4%	10%

Around half of respondents work for a national or local government agency, which is the priority audience of the Organization. An additional 27% belong to the category of Affiliate Members of the Organization. The sample group of respondents can be, therefore, considered as representative of UNWTO membership.

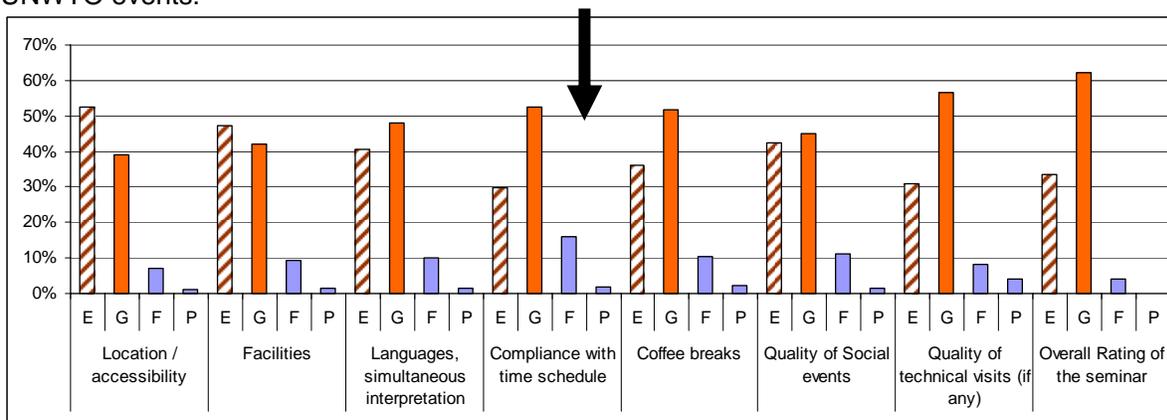
14. The following graph summarises the results of the evaluation concerning the **contents and structure** of UNWTO events:



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

The results are globally positive; however, two aspects will require more efforts from the Secretariat, namely: "Quality of documentation provided" and "Discussions during the events". The comments received from the respondents reinforce also the above conclusions. The guidelines on the preparation of UNWTO technical events will help the Secretariat to overcome these problems.

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



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

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

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

	Excellent	Good	Fair	Poor
Overall rating of the event	34%	62%	4%	0%

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

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

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

18. The summary lists of strengths and weaknesses of UNWTO events, as well as the recommendations given by the respondents to the evaluation conducted for the full year, are very similar to those already submitted last September to the Committee (document PC/35/5). The Secretariat will take these results into account in a continuous manner in the organization of all technical events.

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

Yes	Maybe	No
94%	3%	3%

20. And finally, almost all participants (98%) think UNWTO should keep proposing this kind of events.

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

## B. Evaluation of UNWTO Technical Missions

22. During the year 2008, 67 evaluation forms have been sent to the following 45 Full and Associate Members that have received a short technical mission from UNWTO in this period:

- **Africa:** Botswana(2), Burkina Faso, Cameroon, Côte d'Ivoire, Kenya, Mali, Mozambique, Niger, Rwanda(2), Senegal(2), Seychelles, South Africa, Tanzania and Tunisia
- **Americas:** Argentina(2), Aruba, Bolivia, Colombia, Costa Rica, Ecuador, El Salvador(2), Guatemala, Haiti, Honduras(2), Jamaica, Nicaragua(2), Panama(2), Peru(2), Puerto Rico and Uruguay
- **Asia:** China(2), India(3), Indonesia(2), Malaysia(2), Nepal and Thailand(3)
- **Europe:** Macedonia, Slovakia
- **Middle East:** Bahrain(4), Egypt, Oman(2), Palestine, Qatar, Saudi Arabia(2) and Yemen

23. Up to 30 January 2009, DPC has received only 19 replies from the following countries: Argentina (2), Colombia, Costa Rica, El Salvador, Honduras, Indonesia, Malaysia, Peru, Puerto Rico, Qatar, Saudi Arabia, Seychelles, Slovakia, South Africa, Thailand (3) and Yemen. A list of the corresponding missions evaluated is appended to this report (Annex 3).

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

25. The evaluation of the 19 missions can be summarised as follows:

	Excellent (%)	Good (%)	Fair (%)	Poor (%)
Definition of terms of reference (ToRs)	55	35	10	0
Consultant or UNWTO official	65	30	5	0
Respect of timing and planned itinerary	45	40	10	5
Quality of briefing meetings:				
▪ At the beginning of the mission	47	42	11	0
▪ During the mission	42	47	5	5
▪ At the end of the mission	39	50	6	6
Overall rating of the mission	35	60	5	0

The results shown in the above table are globally positive, especially regarding the “Definition of the terms of reference” and the “Choice of the consultant, or UNWTO official”, who conducted the missions. However, improvements have still to be made when carrying out the mission activities *in situ* (“Respect of the itinerary” and “Briefing meetings”). Comments gathered from the replies received confirm this fact: e.g. mention is made of the lack of support material and of the difficulties to stick to the meetings’ schedule planned in the ToRs.

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

Very useful	Useful	Marginally Useful	Not Useful
40%	45%	15%	0%

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

Exceeding expectations	Fully	Partially	Not at all
11%	74%	15%	0%

Regarding the two previous questions, some NTA officials indicated that they first need to see the final results of the actions undertaken during the mission, including the report, to make a final judgement. In order to take this comment into account, DPC consults with the technical department/section or regional representation in charge of the different missions with the aim of knowing when it would be appropriate to send the evaluation form to the corresponding countries.

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

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

Yes	Not sure yet	No
90%	10%	0%

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

Yes	Not sure yet	No
80%	20%	0%

29. Finally, the missions' weaknesses and strengths, as well as the improvements recommended by the countries for future missions, are not too different from those included in the document PC/35/5 (p. 27) that was submitted in September 2008. Therefore, they are not repeated in the present document and Members of the Committee are invited to consult previous documentation regarding the evaluation of UNWTO technical missions.

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

## Annex 1: Summary of the Evaluation of Education Events

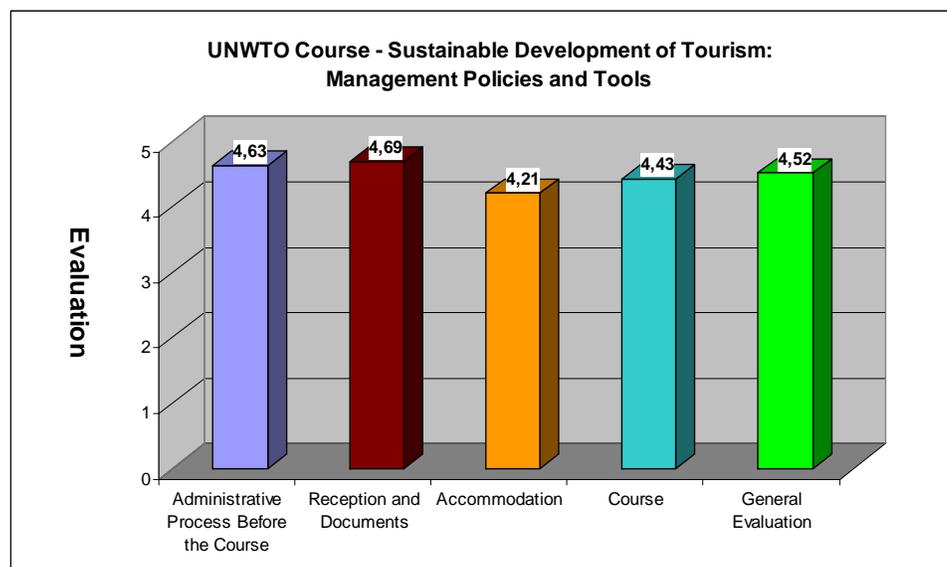
1. The present addendum summarizes the evaluation of the three education events listed below. The full evaluation of these events, as well as those of the other UNWTO events evaluated in this document, are available and can be requested by UNWTO Members.

- Practicum, **Andorra** and Madrid, **Spain**, 22-31 October 2008
- UNWTO Course on Sustainable Development of Tourism: Management Policies and Tools, Zacatecas, **Mexico**, 3-7 November 2008
- UNWTO Course on Tourism Policy and Strategy: Management Tools for Implementation and Control, San Salvador, **El Salvador**, 17-21 November 2008

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

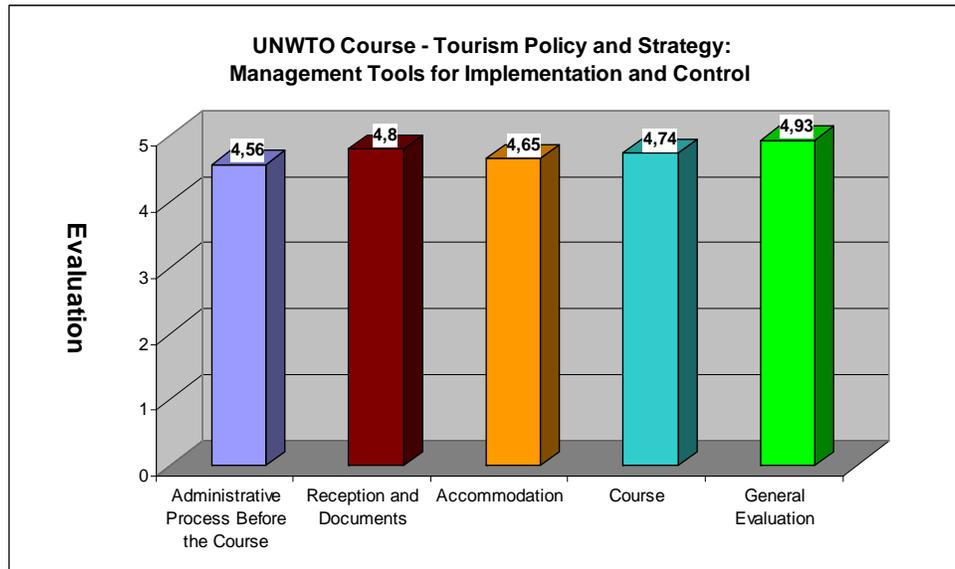
<b>UNWTO-Themis Practicum</b>	<b>Excellent (%)</b>	<b>Good (%)</b>	<b>Fair (%)</b>	<b>Poor (%)</b>
Overall rating of the Seminar	44	56	0	0
Overall rating of other parts of the Practicum	44	44	12	0

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



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

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



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

**Annex 2: List of UNWTO technical events evaluated (2008)**

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

- ETC / UNWTO Joint International Seminar on Tourism Forecasting and Strategic Planning, Vienna, **Austria**
- Fourth International Conference on Destination Management and Marketing: Two Strategic Tools to Ensure Quality Tourism, Bordeaux, **France**
- Third International Conference on Tourism and Handicrafts, Lima, **Peru**
- Think Tank - World Tourism Day 2008, Lima, **Peru**
- October Workshop on Tourism Value Chain Analysis, Tirana, **Albania**
- Workshop on Developing Tourism Statistics and the Tourism Satellite Account (TSA) Project, Cebu, **Philippines**
- Practicum, **Andorra** and Madrid, **Spain**
- November UNWTO Course on Sustainable Development of Tourism: Management Policies and Tools, Zacatecas, **Mexico**
- Seminar on Ecotourism and Protected Areas in Africa: Contributing to Community Development and Conservation, Maputo, **Mozambique**
- UNWTO Course on Tourism Policy and Strategy: Management Tools for Implementation and Control, San Salvador, **El Salvador**
- December Statistics Capacity-Building Programme for Europe: 2<sup>nd</sup> Workshop, Vienna, **Austria**
- Conference on Climate Change: Solutions for the Tourism Industry, Bogota, **Colombia**
- Second Tourism Trends and Outlook Conference, Guilin, **China**

**Annex 3: List of UNWTO technical missions evaluated (2008)**

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

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

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

OUTPUTS	OUTCOMES	IMPACTS
<ul style="list-style-type: none"> <li>• Extensive stakeholder consultations (overview of consultation workshops/meetings and number of participants);</li> <li>• Number of professionals from public and private sector trained in various aspects of<sup>1</sup>:               <ul style="list-style-type: none"> <li>-planning and development</li> <li>-marketing and promotion</li> <li>-human resource development</li> <li>-sustainable development</li> <li>-plan implementation procedures</li> <li>-review and monitoring</li> <li>-crisis management</li> <li>-investments</li> <li>-legislation and regulation</li> <li>-public-private partnerships;</li> </ul> </li> <li>• Master Plans / Strategic Plans finalised and approved; and</li> <li>• Action Plans finalised, approved and implementation commenced.</li> </ul>	<ul style="list-style-type: none"> <li>• A well-trained manpower in public and private sector to operate and manage the sector on a day to day basis;</li> <li>• Greater integration of tourism in national/regional economic development strategies and plans</li> <li>• Increased allocation of public funds to the sector;</li> <li>• Capacities gained utilised for implementing Master Plans / Strategic Plans with due emphasis on quality in accordance with the prescribed Action Plans;</li> <li>• Percentage of recommendations of Master Plans / Strategic Plans implemented on the ground;</li> <li>• A mutually trustworthy and healthy public-private sector partnership;</li> <li>• Increased involvement of local communities in tourism planning processes (overview of consultations held with communities and the way their inputs have been used).</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of international tourist arrivals;</li> <li>• Increase in number of domestic tourist arrivals;</li> <li>• Increase in average length of stay;</li> <li>• Increase in average <i>per capita</i> daily expenditure;</li> <li>• Higher profitability for tourism SME's and family-owned enterprises;</li> <li>• Number of direct and indirect jobs created;</li> <li>• Enhanced contribution of the sector to the country's/destination's GDP;</li> <li>• Higher foreign/domestic investments in tourism-related projects;</li> <li>• New or improved general service infrastructure available at the destination (transport, water, electricity, etc);</li> <li>• Better preservation of cultural heritage, tangible and intangible;</li> <li>• Better conservation of natural areas and biodiversity.</li> </ul>

<sup>1</sup> The list is only illustrative

**Evaluation indicators for ST-EP projects**

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