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Affiliate Members

(a) Report of the Chairman

1. INTRODUCTION

The present report covers the period from the 89th session of the Executive Council (Kish Island, Iran, 24-26 October 2010) until the 90th session to be held in Kenya on 19-21 June 2011.

From the point of view of the management of the Affiliate Members Programme, this period has been of special interest because, in addition to the progressive implementation of the process that was begun in the first half of 2010 towards greater integration and regionalization of the Affiliate Members, there was also the regular implementation of the Programme of Work 2010 and the approval and start of the execution of that corresponding to 2011.

The aforementioned process was manifested most visibly precisely in the preparatory work for the Programme of Work 2011, which acquired a new dynamic in its cooperative approach vis-à-vis the different Regional Programmes, as well as in the preparation of the draft reform of the current Rules of Procedure of the Affiliate Members which dates back to 1985, aspects that, due to their central interest, are discussed at greater length below.

2. THE GENERAL SITUATION OF THE AFFILIATE MEMBERS: MORE COMMITTED AND MORE ACTIVE

There have been two fundamental priorities when establishing relations with our AMs:

- (a) On the one hand, the need to strengthen the Affiliate Members' sense of belonging in the Organization, and on the other hand
- (b) the need to strengthen the systems of mutual collaboration between the Affiliate Members and the Organization and among the Affiliate Members themselves.

The 390 current Affiliate Members of the Organization constitute an enormously valuable asset for projecting and broadening the principles and image of the UNWTO in the outside world. Today, we can feel satisfied over the high sense of commitment of these entities to the best values of world tourism, setting a clear example for the world's other tourism organizations. In turn, their diversity, prestige and professionalism link us with the best management practices that they represent. But we have to continue to make solid steps forward in order to achieve greater representativity of group, with

more balanced geographical presence and fresh impetus from new organizations that share our mission and our goals.

The Affiliate Members have the following geographical distribution:

- Africa: 29
- Americas: 86
- Asia-Pacific and South Asia: 40
- Europe: 216
- Middle East: 19

Their activities cover the following areas: convention organizers (2), theme parks (3), labour unions (3), youth tourism (5), research (5), communications media (8), tour operators (9), fairs/exhibits (15), transport (17), travel agencies (18), hotels (22), destination cultural heritage management (23), consulting firms (39), professional associations (46), national, regional, local and municipal promotion offices (57), and universities (97).

The needs deriving from the implementation of the "platma" platform made it necessary to carry out, during the first four months of 2011, the revision of the entire database of Affiliate Members, refining the information and expanding the data on each of the Affiliate Members with the objective of:

- ensuring that the communications issued during the year are received by the most suitable contact within each entity
- avoiding lack of information or the loss of contact for whatever reason, and
- enhancing the efficiency of entering the data into the new software system obtained to carry out mass mailings, which will enable better follow-up of the communications carried out.

In 2010 there were 27 entities that joined the organization of the Affiliate Members, coming from all five regions into which the Organization divides its work.

The diversity in both type and geographical origin, the profile of these recent memberships, as well as the positive pace of new membership applications as of the date of preparation of this report, could be indicators that, on the one hand, we are poised for more notable and more sustainable growth in this group going forward, and on the other hand, that the changes and orientations produced in the management of this group are beginning to bear more fruits.

From another perspective, the practice introduced of favouring as much personal contact as possible with the AMs and to offer channels and concrete proposals for collaboration in all possible areas of the Programme of Work should result, sooner rather than later, in higher levels of stability and loyalty among the current AMs, which are increasingly perceiving the Organization as being closer, as a provider of useful services and as offering tangible avenues of participation and collaboration.

As a consequence of this approach and of the work carried out by the entire team that supports the Affiliate Members Secretariat and by the rest of the Programmes of the Organization, we can affirm that at this time it is highly probable that we are seeing the highest percentage of active Affiliate Members ever registered.

With practically all the new AMs that joined our Organization over the course of 2010, there have already been real and positive opportunities of collaboration, and in this way we have given them a good reception and integration within the UNWTO. But this path should be continued and strengthened

in the immediate future, with both the current and the future AMs. This would be the best formula for significantly reducing the rate of withdrawals that has periodically been seen in the past.

The channels of collaboration between the Secretariat and the AMs continue to multiply, as platma offers the AMs a platform whereby they can participate, add their own comments and exchange their knowledge in a cost-free and practical manner. Currently, there are some 300 registered users of platma from affiliated entities. In each of the other projects included in the Work Plan 2011, the highest degree of participation by the AMs has been sought.

3. THE PROGRAMME OF WORK 2011

The Affiliate Members Programme is operating more and more closely with the Regional Programmes, thus bringing together efforts as well as global and regional perspectives that enhance our effectiveness in the different regions. Likewise, it is also working more closely with the different Operational Programmes in order to reinforce its responsiveness and the quality of services provided.

The most visible example of this cooperation with the Regional Programmes and with the Operational Programmes was—as mentioned at the beginning of this report—the process of preparing the draft Programme of Work 2011. The Programme of Work 2011 was approved at the 28th Meeting of the Board held on 19 January 2011 in Madrid. The objectives sought are: to advance in the integration and participation of the AMs in the Organization as a whole, augmenting its progressive regionalization and developing collaborative tools that make it possible to retain and expand the knowledge of the AMs, thus adding more value to their affiliate membership. The Programme is structured into the following areas of action: research and publications; seminars, meetings and forums; marketing; knowledge management and internal management.

The present report cannot fail to mention three important milestones reflected in the Programme of Work 2011: the draft reform of the Rules of Procedure of the Affiliate Members, the deployment of platma, the technological platform of the AMs, and the release of the Affiliate Members publication *Policy and Practice for Global Tourism*. These projects are thus discussed below.

3.1 Platma

3.1.1 More collaboration, more participation, more value for users

The platform allows its users to interact with the Affiliate Members Programme and with the different programmes of the UNWTO, and thus contribute to the development of the general programme of work. And it is in the interest of the Affiliate Members to participate more actively in the different processes of the Organization.

The Work Plan 2010 was geared towards the technical development of the platform, and the Work Plan 2011 is based on the optimization and dynamization of the platform through the creation of content coming from the AMs and from other collaborators.

The launch of platma took place at the International Seminar of the Affiliate Members at FITUR in Madrid, inaugurated by UNWTO Secretary-General Taleb Rifai and Spanish State Secretary for Tourism Joan Mesquida, with the attendance of more than 300 qualified representatives of the sector.

3.1.2 Principal developments of the platform

- One of the most outstanding functionalities of platma is the possibility of creating **working groups** on shared projects. Some UNWTO Programmes and the Affiliate Members are already using the platform for this purpose. To date, 16 groups on different areas of interest have been created, for example: Technical Advisory Board (TAB, UNWTO Statistics and Tourism Satellite Account Programme), Global Consultation with National Tourism Administrations and National Offices for the Guide on International Recommendations for Tourism Statistics, Silk Road Programme, Urban Tourism, Innovation and Technology, Market Intelligence;
The number of users of the above-mentioned groups totals **nearly 200 users**.
- **Own content in news articles on the home page**, with distinctive content, as the news articles generated in platma are aimed at keeping our AMs informed and promoting their own activities, but with a clearly differentiating element: their participation in generating them through the interviews they grant us as well as thanks to the comments and valuable information they provide.
- **Newsletter**, issued monthly, to disseminate the best and most outstanding content published on platma over the period.
- **Documentation centre**, a repository of documents provided by the Affiliate Members structured into three main areas: **publications** – a variety of reports on markets, surveys, studies and other documents; **living library of case studies** – a database of best-practice case studies provided by UNWTO Affiliate Members; **digital collection of tourism resources** - a new quarterly publication produced jointly between the UNWTO Affiliate Members Programme and a major Affiliate Member. The first editions of this series have already been published: *'Technology and Tourism'* and *'Report on the Situation, Outlook and Opportunities for Tourism in South America'*

3.1.3 Work Plan 2011 for platma

With the objective of consolidating the platform and increasing the number of users, the **Work Plan 2011** was prepared, structured into the following areas: **organization and management** of the community, augmentation and improvement of the **content**, development of **new applications** and maintenance, **marketing** and monitoring actions, analysis and reports.

3.1.4 The progress of platma since its launch

Although it is still too early to issue a definitive assessment, the following initial results obtained using *Google Analytics*, can be given for the period from **20 January to 30 April 2011**:

	20 Jan – 20 Feb	21 Feb – 20 Mar	21 Mar – 30 Apr
Visits	7,782	6,590	8,959
Unique visitors	5,122	5,119	6,662
Page views	34,254	32,555	43,829
Page views/visit	5.05	4.99	4.89
Time	0:03:57	0:03:53	0:03:49
New visits	70.58%	74.43%	70.76%

As of 30 April 2011, platma has 441 registered users, composed of 221 Affiliate Members, 58 UNWTO officials, and 162 guests and working group participants.

3.2 The reform of the Rules of Procedure of the Affiliate Members

The modification of the text that has governed the organization of the Affiliate Members since 1985 was one of the commitments expressed in the Programme of Work for 2011. The clear need to update this text in order to adapt it to the necessities and expectations of the Affiliate Members constituted sufficient reason to undertake such a task.

This modification was debated at the 27th Board Meeting (Madrid, December 2010), as well as at the 28th (Madrid, January 2011) and 29th Board Meeting (Berlin, April 2011). The Members of the Board were consulted through a survey, and they have provided their comments and suggestions. As a result, a draft text of the Rules of Procedure of the Affiliate Members has been prepared, which is included in the Report of the Secretary-General to the Executive Council. Its content is structured in a way that favours a balance among the different regions and establishes the procedure for elections.

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

- (a) The definition and mission of the Affiliate Members
- (b) A systematic set of rights and obligations
- (c) A more formal and structured procedure for admission to affiliate membership
- (d) The organizational structure, with the establishment of the Plenary and the Council of Affiliate Members as governing organs
- (e) The functions and composition of the Council of Affiliate Members, an important new element of which is specific regional representation that balances the presence of the different regions in this organ
- (f) A system for increased participation of the Affiliate Members in the current organs of the Organization.

3.3 Publication of *Policy and Practice for Global Tourism*

Policy and Practice for Global Tourism is a reference guide to the major themes in tourism today. Its 11 chapters provide a general overview of such diverse issues as sustainable tourism, social networks, emerging markets, and successful destination branding. The publication features many examples of the UNWTO's work in key areas, complemented by case studies and commentaries by business leaders, destination management organizations, academic institutions and non-governmental organizations. It includes case studies and commentaries from some 38 entities affiliated with the UNWTO, with considerable geographical and thematic scope. The publication, to which 12 Programmes of the Secretariat provided input, also presents the success stories of various Member States and their respective promotion and technical support agencies.

Parts of the publication have been made available on the platma platform in order to stimulate discussion on tourism policy. This book was published in March 2011 in English and

each of the Organization's Member States and Affiliate Members have been presented with a copy. As provided for in the Work Plan 2011, a Spanish-language version has been prepared and will be released in the latter part of 2011.

4. OTHER ACTIVITIES OF THE AFFILIATE MEMBERS PROGRAMME

During this period, the Affiliate Members Programme carried out multiple activities and participated in different events, notably the following:

- **World Tourism Day**, organized by AMs Skai Club Internacional and Turisme de Barcelona, 7 October 2010, Barcelona, Spain
- **1st International Congress on Tourism Quality**, organized by Affiliate Member ICTE, 20-22 October 2010, Santander, Spain
- **Presentation Ceremony** of Affiliate Member Universidad Católica San Antonio de Murcia, 23-24 November 2010, Murcia, Spain
- 8th Joint Seminar with Affiliate Member COTELTO: **"The Economic, Social and Tourism Impact of Holding International Mega-Events for Cities and Destinations"**, 29-30 November 2010, Bogotá, Colombia
- **5th Experience-Sharing Workshop on Tourism Management "MADRID FEEDBACK"**, organized by Affiliate Member Patronato de Turismo de Madrid, 23 November 2010, Madrid, Spain
- Meeting of the experts' group **"Laboratori Turisme"** organized by Affiliate Member Delegación de Turismo de la Diputación de Barcelona, 20 December 2010, Barcelona, Spain
- Round table on **"Foundations for advancing toward more inclusive tourism"** organized by AMs IGLTA and Patronato de Turismo de Madrid, FITUR, Madrid, 19 January 2011
- Presentation of the Affiliate Members Programme in an official meeting with a delegation of the **Parliament of the Russian Federation**, organized by the Regional Programme for Europe, 28 January 2011, UNWTO Headquarters
- Affiliate Members International Seminar **"Innovative Technologies Applied to the Tourism Sector"**, FITUR, Madrid, 20 January 2011
- Round table on **"Examining possible lines of collaboration for tourism accessible to all"**, organized by the UNWTO Ethics and Social Dimension of Tourism Programme, 18 March 2011, UNWTO Headquarters
- Symposium on **"The Spanish business sector's commitment to equality: Opportunities in the tourism sector"**, organized by the UNWTO Ethics and Social Dimension of Tourism Programme and UN Women, 28 March 2011, UNWTO Headquarters
- Presentation of the Affiliate Members Programme in an official meeting with **representatives of China's academic and hotel sectors**, 31 March 2011, organized by the Regional Programme for Asia-Pacific, UNWTO Headquarters

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- International conference on **“Sustainable Tourism Development in Sverdlovsk Region, Russia, in the 21st Century”** and **18th International Tourism Fair “Summer 2011”**, organized by the Ural International Institute for Tourism with the support of the Ministry of Trade, Food and Services of the Sverdlovsk Region, 5-8 April 2011, Yekaterinburg, Russian Federation
 - 2nd International Scientific Congress **“The Influence of Tourism on Economic Development”**, and **1st Skopje Travel Market**, organized by Affiliate Member University of Tourism and Management in Skopje, 27-29 April 2011, Former Yugoslav Republic of Macedonia
 - **10th International Tourism Fair in Azerbaijan** , organized by Affiliate Member ITE Group PLC with the support of the Ministry of Culture and Tourism of Azerbaijan, 27-30 April 2011, Baku, Azerbaijan
 - First Tourism and Innovation Congress **“ICTs: The Key to Competitiveness in the Tourism Sector ”**, organized by AMETIC and FECATIC, 3-4 May 2011, Las Palmas de Gran Canaria, Spain
 - **Annual Convention** organized by Affiliate Member IGLTA, 10-14 May, Fort Lauderdale, Florida, United States