



Executive Council

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Affiliate Members

(a) Report of the Chair of the Affiliate Members

I. Introduction

1. The purpose of this report is to present an analysis of the current situation and of the management carried out by the Affiliate Members Programme since the date of the last report, which was presented to the 94th session of the UNWTO Executive Council in October 2012 in Campeche, Mexico, up to the date of the present report (March 2013).

II. Analysis

A. Work Plan 2013

2. A draft Work Plan 2013 was first presented to the Board of Affiliate Members on the occasion of the Extraordinary Meeting held in Istanbul, Turkey, on November 16, 2012, in order to receive their initial impressions and comments. The draft Work Plan was then sent the week after to the members of the Board for them to submit their comments and suggestions. These were finally incorporated into the Work Plan proposal presented on 1 February, during the 34th Board Meeting held in Madrid and which has been approved by the Secretary-General.

3. The Work Plan 2013 coherently continues the activities carried out over the past year, following the general recommendations in the Organization's Programme of Work, some of them extending into 2014. It reflects the continuity of the cooperative work between the Secretariat of the Affiliate Members and the Regional and Operative Programmes of UNWTO. It aims to further enhance the collaboration between the Organization and the Affiliate Members, as well among Affiliate Members.

4. The objective is that of providing, simultaneously, both a regional focus and a global perspective in any potential areas which can contribute to increasing competitiveness, enhancing sustainability, making tourism a priority in national policy decisions, increasing cooperation between the public and private sectors and fostering competitive and responsible business models and practices. The public-private partnership, the aim of coupling theory with practice, the principles of the organization, the Code of Ethics, and the UNWTO's General Programme of Work establish the framework to carry out this plan.



5. The strategic objectives of the Work Plan are set around two main ideas: retaining existing members by meeting their expectations, and gaining new members by highlighting the benefits of membership. To reach these goals, the strategy focuses on:

- The UNWTO Affiliate Members Programme acting as a discussion forum of relevant issues for the members.
- Raising awareness of the importance of tourism, because of its high global economic impact and its potential to influence important social and environmental issues.

6. In order to meet the expectations of the members summarized in action 38 of the Implementation Plan for the White Paper, action has been taken to apply a pragmatic approach to enhance the exchange of knowledge, experience, best practices, know-how and market intelligence with a commitment to effective communication through the appropriate channels. To this end, a new modus operandi has been adopted which relies on the UNWTO Affiliate Members Prototypes. A prototype is a new model that applies the existing knowledge among the Affiliate Members. Based on an existing A.M. report, it approaches the matter at hand in a practical way through an iterative process of trial and error. It relies on collaborative input from diverse Affiliate Members (academia, private sector and destinations). It is implemented in a physical location chosen to suit the interest shown by a particular destination and the criteria set by the participants. The conclusions are summarized in a Best Practice Case Study whose recommendations can be applied in other locations.

7. Areas of increasing strategic importance have been targeted. City Tourism and Youth and Educational Tourism have already been identified as such, with reports already existing. Others are new segments for investigation. Mobile Apps, in particular, will be analysed in relation to each of the other areas. For each topic, Prototypes, preliminary reports, specific studies or seminars, will follow as appropriate. The Main Areas are:

- City Tourism
- Sport and Adventure Tourism
- Tourism and Mega Events
- Seasonality
- Youth Travel
- Mobile Apps

8. Regional Reports:

A Regional Report on the Americas is being carried out in collaboration with the Regional Programme for the Americas bringing together the experiences and opinions of the Affiliate Members in this region. It will also include updated statistical information from the Tourism Trends and Marketing Strategies Programme. This document presents a non-governmental perspective on the most relevant key issues indicated by the Regional Programme for the Americas and the Affiliate Members from the region analysing the impact, opportunities, obstacles and challenges currently faced by the tourism sector in the region. The "Regional Reports" is a series of regional publications focusing on the current state of the tourism sector according to the Affiliate Members in a particular region. This series started in 2011 with a focus on the Latin America, Asia-Pacific and Europe.

9. The Affiliate Members Programme is supporting some UNWTO Operational Programmes on

other important issues, such as Intelligent Taxation, Aid-for-Trade and Connectivity.

10. For the first time, this plan includes the proposed activities of the Knowledge Network, as a consequence of its inclusion within the Affiliate Members Programme as discussed during the last Plenary meeting in Istanbul, in November 2012.

11. The International Conference on “Current Challenges and Issues for African Tourism – Solutions to Ensure Competitiveness”, on the occasion of the 54th CAF meeting held from 24 to 26 April 2013 addresses the action required in action 40 of the Implementation Plan for the White Paper which stated the need to organize back-to-back meetings with the private sector during the regional commission meetings. It is an A.M. Conference on public-private partnership, in collaboration with the Regional Programme for Africa.

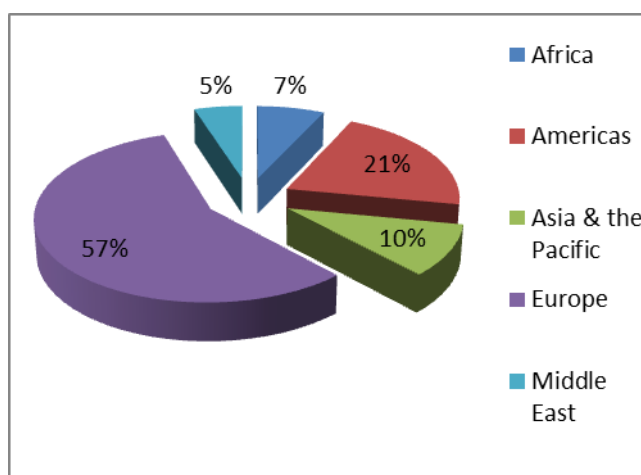
Furthermore, a Regional Conference on “Future Tourism for Asia and the Pacific” will be organized in collaboration with Korean Tourism Organization on 1 June 2013.

B. General situation of the Affiliate Members

12. The number of Affiliate Members (AMs) is currently **388**.

13. The total geographic distribution of the Affiliate Members is as follows:

- Africa: 25
- Americas: 83
- Asia-Pacific: 41
- Europe: 221
- Middle East: 18



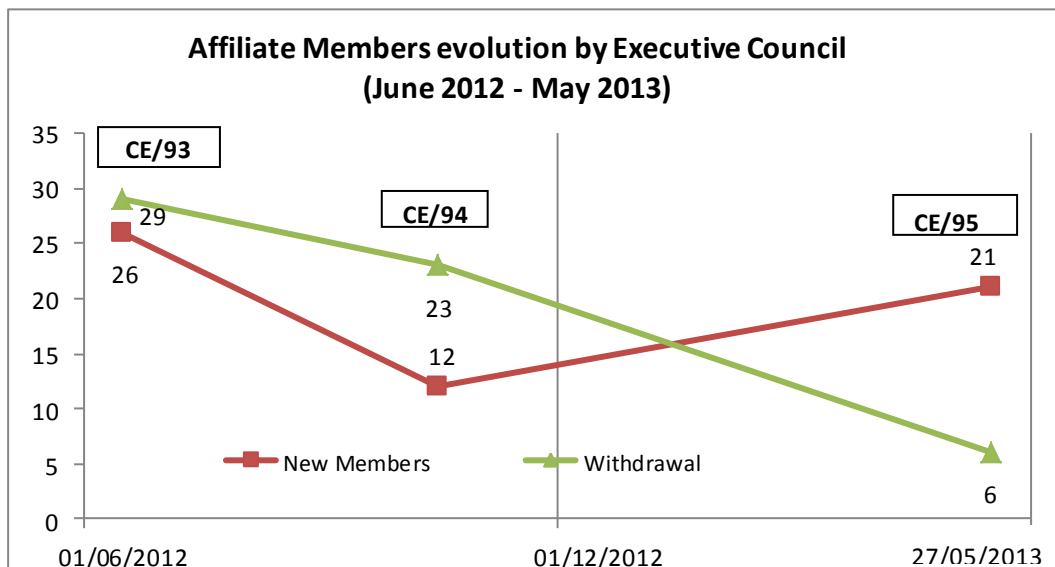
14. AMs represent the following areas:

- University, other Research Programmes: 94
- Professional Associations: 44
- National, Regional, Local, City Promotion Board: 51
- Tourism Business Management & Consultancy: 38
- Destination Management Organization: 26
- Hotels / Accommodation: 19
- Trade Fairs & Exhibition Management: 18
- Travel Agencies & Tour Operators: 18
- Air, Rail & Road Transport: 13

- Research Social, Economic and Cultural Impacts of Tourism: 8
- Mass Media: 7
- Other activities: 52

15. At the last Executive Council of October 2012, 12 AMs joined the Organization. These new Members come from **9 countries and 4 regions**.

16. At the date of this report, **30 new entities** have applied for affiliate membership in the UNWTO. From these, we estimate at this point that **21** will be ready to be submitted for admission during this session.



17. In accordance with the Implementation Plan for the White Paper (action 37), a dashboard for Affiliate Members (who gets in, who gets out) has been created. The current situation is as follows:

18. A large number of the new members provide a broader coverage in terms of geographic and sectorial representation:

- 5 of the new members are from Africa, 5 from Asia-Pacific, 6 from Americas and 12 from Europe;
- 16 are private companies, 3 public-private entities, 8 academic & research institutions and 1 non-governmental foundation.

III. Actions to be taken by the Executive Council

19. The Executive Council is requested:

- (a) To support the projects proposed in the Work Plan to strengthen the interaction, synergies and exchange of knowledge and best practices among members.

- (b) To take note of the importance of working on a set of recommendations regarding specific segments such as sport tourism and city tourism as well as challenges for growth given by seasonality.
- (c) To recognize the effort to improve the geographic coverage and sectoral representation of new members.
- (d) To encourage Member States in helping identify potential Affiliate Members from their countries who could be contacted by the Secretariat, particularly from countries who do not have any company, organization, academia or destination management organization as an Affiliate Member.