

## **Annex 2. Partial reproduction of: "UNWTO Report on the progress of the reform of the Organization (White Paper)" October 2011**

### **World Tourism Organization**

General Assembly Nineteenth session Gyeongju, Republic of Korea, 8-14 October 2011

### **Report on the progress of the reform of the Organization (White Paper)**

A reform process for a more relevant UNWTO

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#### **5. UNWTO MISSION AND RELEVANCE**

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24. Given the nature of the tourism sector, especially its disaggregated, multi-industry structure and the way it is generally handled by and within governments, the mission of the World Tourism Organization is double:

1. **To provide leadership to the sector**, including its public and private stakeholders, serving as a global tourism policy forum and a practical source of tourism knowledge and awareness raising. This leadership can be gained through the timely and continuous provision of accurate, solid, reliable and undisputable statistical data on tourism, suitably broken down, so as to serve Members and the industry as a whole; leadership can and should also be gained through the provision of well-conceived guidelines for tourism policy definition by governments, as well as visions on the future likely developments of tourism and the challenges it will have to face; and

2. **To provide services to its Members** in order to help them develop and manage tourism in the most sustainable and competitive manner. In this respect, the Organization will adopt the philosophy of "Members First" and the culture of "Member-care". Among the services that UNWTO should provide, is assistance to its governmental Members, States and Associates, (Ministries of Tourism, NTOs or NTAs), as well as to Affiliate Members, to raise the profile of tourism within governments, i.e. to give them "leadership tools".

#### **6. LINES OF ACTION TO BE PURSUED WITHIN THE ORGANIZATION**

32. As stated above, the wide range of impacts, positive and negative, that tourism has on societies and their development is now widely acknowledged. Foreseeing, quantifying and understanding the likely implications of the impacts of tourism on the national and local economies, on the natural and cultural environments, and on the social fabric of communities is an essential preoccupation and responsibility of governments. Tourism cannot be responsibly promoted and sustainably developed if governments ignore the outcomes that will likely result from it, or if they only know some of these potential and actual results and prefer to overlook those of a negative sign.

33. The World Tourism Organization should play a leading and at the same time truthful role in this respect. This should be done, firstly, through the development of methodologies, policy guidelines and analytical tools and techniques that allow governments to foresee, quantify and understand current and future tourism trends, development opportunities and likely impacts of all nature and sign. These should be the bases for formulating public policies in tourism.

34. Secondly, UNWTO should assist its Members by providing them with tourism policy guidelines, orientations and methodologies, as well as specific advice for the application of such guidelines and related methodologies to their particular situation and circumstances, at the regional and sub-regional levels, as well as at the national and local levels through its technical cooperation activities. All types of governmental members ought to be able to benefit from this

type of services, irrespective of whether they are developed, developing, transition or least developed economies; the source of funding for the services to be provided will clearly be different in each case, matter that is dealt with later in this document.

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36. Three areas deserve special attention, especially because they have not been in the mainstream of UNWTO activities so far, and because they are now widely demanded by Member States; these are:

6. **Domestic tourism**, which has apparently been growing faster than international tourism and in many developed countries it has greater significance for economic growth and job creation than inbound tourism; it plays a particularly important role in times of crisis and serves also to spread the benefits of tourism to rural or depressed areas in many countries. This area of work should include the development of appropriate statistical and econometric tools for its measurement in each and every country with similar methodologies so as to make the results comparable; it should also include guidelines for the development, marketing and promotion of social forms of domestic tourism;

7. **Employment in tourism**, given the high labour-intensive character of the tourism industries and the priority granted by governments to employment creation. In these two areas, the Secretariat has already started to design the corresponding preprogrammes for possible implementation as from 2011. And finally:

8. **Governance in tourism**, including the different levels of public administration and their relationships with the private sector and other stakeholders, at both the national and local destination levels. This area should also include global tourism policy issues, institutional and legislative aspects.

## **7. HOW AND WHO SHOULD ESTABLISH THE PRIORITY AREAS OF WORK**

38. It is clear that, with the financial and human resources made available to the Secretariat at the present time, it is impossible to tackle –in a serious, results-oriented manner– all these and future areas at the same time and with the same depth. If a full, all-purpose agenda of work is adopted, without any prioritisation, a dispersion of resources and efforts can occur and has indeed occurred, with the result that quite often the outputs achieved are rather shallow, do not make a difference to Members and are not sufficiently strong to provide the Organization with a distinguishable seal of relevance. There is a need, therefore, to establish a balance between needs and ambitions on the one hand, and resources availability on the other; this means establishing priorities.

39. There have certainly been important, ground-breaking contributions of UNWTO to the international community throughout its 35 years of life, such as the normalization of terms and criteria for collecting tourism statistics, elaboration and approval of the Global Code of Ethics, the Tourism Satellite Account, the sustainability guidelines and indicators, and a few others; but they have been the exception rather than the rule.

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