

Executive Council

Eighty-eighth session
Puerto Iguazú, Argentina, 6-8 June 2010
Provisional agenda item 4(a)

CE/88/4 (a)
Madrid, April 2010
Original: English

REPORT ON THE IMPLEMENTATION AND EVALUATION OF THE ORGANIZATION'S GENERAL PROGRAMME OF WORK FOR THE PERIOD 2008-2009

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Introduction

1. The present document summarises, in part A, the information concerning the **implementation of the General Programme of Work for 2008-2009**. It highlights activities of UNWTO during the past biennium. The detail of these activities is available in two different documents:
 - a. one part was submitted to the last UNWTO General Assembly in Astana, Kazakhstan, in October 2009 (document A/18/11) and
 - b. the remaining detailed information is reported in Annex 1 of the present report (Document CE/88/4 (a) Add. 1)
2. In January 2008, the Director of Programme and Coordination (DPC), in consultation with the Programme Committee, established a number of harmonised mechanisms for **evaluating the work of the Organization**. Since then, feedback has been gathered from Member States after the holding of UNWTO events and after fielding technical missions. The consolidated reports on the **technical events and missions** evaluated during the full 2008-2009 biennium constitute the parts B and C of the present document.
3. Finally, an **evaluation of technical cooperation and ST-EP projects** is reported in separate documents prepared by the corresponding Programme (Document CE/88/4 (a) Add. 2 and 3).

A. Implementation of the Programme of work 2008-2009

4. All the activities undertaken during the first 18 months of the 2008-2009 biennium were reported to the 18th General Assembly (document A/18/11). The tables in Annex 1 of the present report include a list of the activities carried out in the second semester 2009 (Document CE/88/4 (a) Add. 1). The information is presented according to the programme's strategic objectives (A, B, C and D), then 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 17th General Assembly in Cartagena de Indias (Colombia).
5. The work accomplished during the 2008-2009 biennium covers a wide variety of areas of work. Some of the many activities are summarised and highlighted below:
6. **Statistics:** Besides the compilation and diffusion of data and international guidelines, in coordination with the UN system, main activities on statistics include:
 - a. the capacity-building programmes for Europe, Africa and the Tourism Satellite Account (TSA) project for Central America, as well as various support missions and workshops on statistics and TSA in other countries,
 - b. the 5th UNWTO International Conference in March 2009, dealing with the crucial issue of employment creation in the tourism industries, and
 - c. the launching of the International Network on Regional Economics, Mobility and Tourism (INRouTe) in October 2009.
7. **Market:** A series of new actions were put in place with a view to monitor impacts and respond to the global financial and economic crisis that exploded in mid-2008. This includes among others, a periodic analysis of impacts of the crisis on tourist flows and the creation of the Tourism Resilience Committee. Other main actions include:
 - a. publication of tourism market trends, short and mid-terms, global and regional focuses, and
 - b. technical seminars and missions on tourism marketing and promotion.
8. **Destination Management:** International events and national workshops were organized allowing for an exchange of good practices on this issue; guidelines were published to help destination management organizations (DMOs) in their branding, marketing and promotion activities and preliminary work started on destination governance.
9. **Risk and Crisis Management:** Many training workshops, courses and missions were conducted in all regions on risk prevention and crisis recovery, while international coordination has been strongly reinforced regarding security and health issues in travel and tourism, in order to ensure common approach (with WHO, UNSIC, ICAO, etc.).
10. **Sustainable Development:** Work undertaken focussed in the diffusion of UNWTO sustainability guidelines regarding policy and tools, through the organization of various seminars and courses for all types of destinations, and the participation in events and mechanisms organized by Member States, universities and other UN agencies (UNESCO, UNEP, etc.). UNWTO has also reinforced its positioning on climate change, taking into account the poverty alleviation imperatives, in the framework of the Davos process started in 2007 and has engaged in the UN inter-agency work on the Green Economy.
11. **Ethics and Social Dimensions:** The promotion of the Code of Ethics and the monitoring of its implementation have continued, as well as the coordination work regarding the protection of children and women against exploitation in tourism. In addition, a study on the relations between tourism and migration has been published.

12. **Knowledge management:** Training needs have been assessed among Member States, in order to adapt UNWTO response to their necessities, through blended courses and practicums for NTA officials. In addition, the network of quality tourism education institutions (TedQual system) has been reinforced, as well as the volunteer programme.
13. **Technical assistance:** Besides the technical missions already mentioned earlier, development assistance activities, including ST-EP activities, include an extensive list of actions that respond to a wide range of requests by Member States in all regions, from community-based projects to national tourism strategies. In addition, direct policy support has been provided in more than 60 countries. These official visits also comprise participation in key tourism national events.
14. **Public-private partnership:** PPP activities cross cut all the work of the UNWTO Secretariat, in order to ensure services to Affiliate Members, to define guidelines on tourism governance and to disseminate good practices.
15. **Information and publication:** These permanent activities aim at giving to Members an access to:
 - a. updated information on all aspects of tourism through specialised tools (e.g. LEXTOUR) and,
 - b. all UNWTO publications and grey literature, in soft and hard copies (e-library and Infoshop) and in various languages.
16. **Communications:** Strategic alliances with key media, as well as international tourism fairs, have been strengthened, in order to serve the twofold objective of enhancing the image of tourism and the worldwide UNWTO's leadership in all tourism issues.

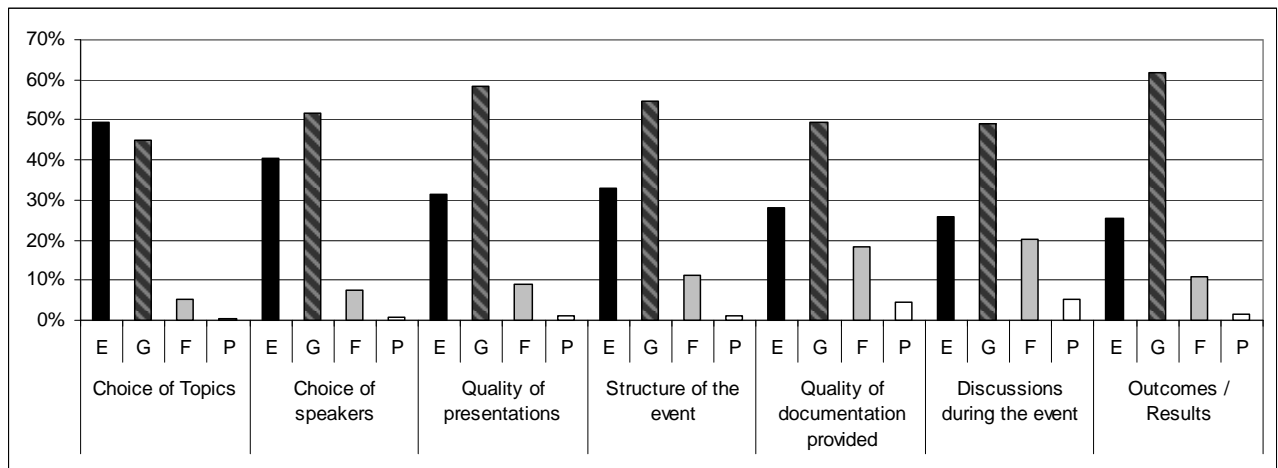
B. Evaluation of UNWTO Technical Events

17. Technical events are one of the most important activities of the Organization. They serve to exchange good practices, debate about trends and experiences, generate knowledge and disseminate new guidelines and technical recommendations on specific tourism issues among Member States.
18. As approved by the Programme Committee, the Secretariat has put in place, since January 2008, a harmonised evaluation process of all UNWTO's technical events. A standard evaluation form has been distributed to participants just before the end of training courses, workshops, technical seminars and conferences.
19. During the current 2-year Programme, **61 UNWTO technical events** have been evaluated (List in Annex 1). The present report summarises the opinions of more than **1,500 participants** in UNWTO events. **The evaluation of each event is available to UNWTO members upon request.**
20. Among the 61 events evaluated, eight events regarding education (Practicum, Tedqual Programmes and Themis courses for officials) required a specific format questionnaire. The assessment of these eight events is available in Annex I of the document A/18/11 (II) submitted in Astana, Kazakhstan.

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
34%	16%	5%	14%	4%	6%	9%	3%	9%

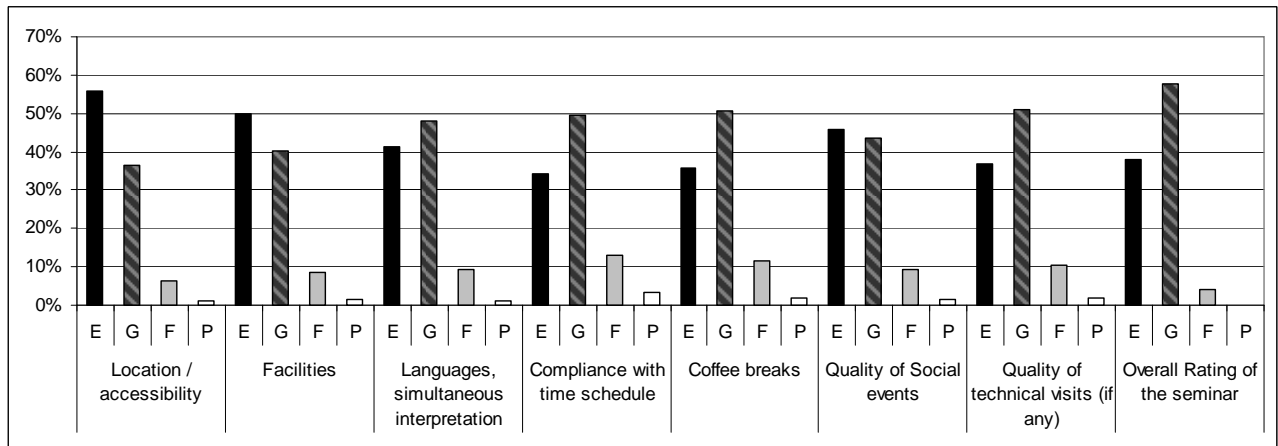
21. More than half of respondents work for a national or local government agency, which is the priority audience of the Organization. An additional 18% belong to the category of Affiliate Members of the Organization. The sample group of respondents can be, therefore, considered as representative of UNWTO membership.
22. 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

Two aspects will require more efforts from the Secretariat, namely: "Quality of documentation provided" and "Discussions during the events". The guidelines produced by the UNWTO Secretariat in 2009 on the preparation of technical events and the related checklist will progressively help to overcome these challenges.

23. 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

Some improvements are still required, mainly regarding the "compliance with the time schedule" of the events.

24. In addition, the following **improvements** have been recommended repeatedly by respondents **for future events**:

- More time for debate
- Working documents should be sent to participants before the event
- All presentations should be systematically posted after the event on UNWTO website and/or distributed on USB keys

25. The Secretariat is continually taking these results into account in preparing technical events. The details regarding the evaluation of each event are available upon request to the Secretariat.

26. 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.

C. Evaluation of UNWTO Technical Missions

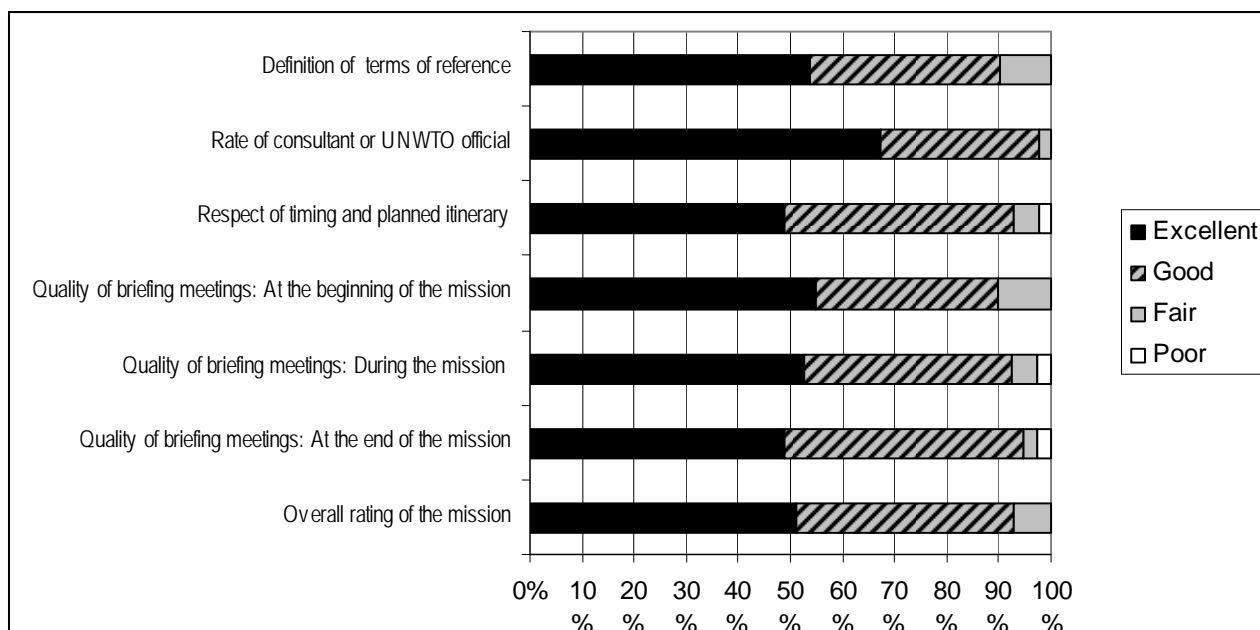
27. During the biennium 2008-2009, 131 evaluation forms have been sent to the following 75 Full and Associate Members that have received a short technical mission from UNWTO in this period (some countries have received more than 1 mission):

- **Africa (23):** Benin, Botswana, Burkina Faso, Burundi, Cameroon, Chad, Côte d'Ivoire, Kenya, Mali, Morocco, Mozambique, Niger, Rwanda, Senegal, Seychelles, South Africa, Swaziland, Tanzania, Togo, Tunisia, Uganda, Zambia and Zimbabwe
- **Americas (18):** Argentina, Aruba, Bahamas, Bolivia, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Peru, Puerto Rico and Uruguay
- **Asia (11):** Bangladesh, China, India, Indonesia, Lao, Malaysia, Maldives, Nepal, Sri Lanka, Thailand and Vietnam
- **Europe (3):** F.Y.R.O. Macedonia, Kazakhstan and Slovakia
- **Middle East (10):** Bahrain, Egypt, Jordan, Libya, Oman, Palestine, Qatar, Saudi Arabia, Syria and Yemen

Up to 15 March 2010, Programme and Coordination has received 39 replies (around 30%). A list of the corresponding missions evaluated is appended to this report (Annex 2).

28. 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); therefore, the evaluation can be considered as fully reliable.

29. The evaluation of these missions can be summarised as follows:



The results shown in the above graph are globally positive, especially regarding 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", especially during and at the end of the mission).

30. Finally, the following improvements have been recommended by respondent countries to UNWTO for future missions:
- The preparation of the mission itinerary, ToRs and materials should be better coordinated with all stakeholders involved in order to (a) optimize the time spent by the expert in the country, (b) ensure that all stakeholders are available and (c) harmonise expectations among different bodies
 - The length of the mission should be increased, especially when technical visits on the ground are needed or in order to agree on a first draft of the report
 - If time cannot be increased, more experts are needed
 - UNWTO officials or experts should be better informed on working practices and hierarchical systems in the countries where the missions are to be undertaken
 - Future missions should have more concrete and innovating contents and focus on training the trainers
31. The Secretariat will take these recommendations into account, but would like to underline that most of them suppose an increase of financial and human resources. Once again, fund-raising appears to be a crucial issue in order to improve development assistance activities.
32. 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: List of UNWTO technical events evaluated (2008 – 2009)

2008

- January Seminar during FITUR on Efficient Commercial Presence in Outbound Tourism Markets - Madrid, **Spain**
Round Table during FITUR on Tourism and the Doha Development Round - Madrid, **Spain**
Seminar during FITUR on World Tourism Facts and Trends, and on e-Marketing in Tourism – Keeping Pace with the New Challenges – Madrid, **Spain**
- February Seminar on Tourism Marketing Trends, Challenges and Opportunities -Vilnius, **Lithuania**
- March UNWTO Training Course on “How to Promote Tourism” for Diplomats and Civil Servants - Baku, **Republic of Azerbaijan**
9th Iber-american Encounter on TSA - Antigua, **Guatemala**
Workshop on Data Collection, Analysis and TSA - Hanoi, **Vietnam**
Workshop on Marketing - Hanoi, **Vietnam**
Seminar on Tourism Marketing and Statistics - Bandar Seri Begawan, **Brunei**
International Conference on Sustainable Tourism Management at Heritage Sites - Hungshan, **China**
- April Workshop on Marketing and Communication Strategy - Bali, **Indonesia**
1st workshop of TSA Capacity building programme - Vienna, **Austria**
Capacity-building seminar on Climate change adaptation and mitigation in the tourism sector - Oxford, **United Kingdom**
Capacity building workshop on risk crisis management – Muscat, **Oman**
- May Workshop on the Development of a National Tourism Marketing Strategy for **Ghana**
UNWTO.TedQual Seminar on “Introduction to the System of Certification of Quality for Tourism Education Programmes” - Astana, **Kazakhstan**
Regional Seminar on “How can marketing techniques contribute to enhance African destinations? - Abuja, **Nigeria**
Technical Seminar on Tourism Policy and Human Resources Issues - Prague, **Czech Republic**
UNWTO Capacity Building Course on Tourism Policy and Strategy for Officials from the Ministries of Tourism of Iraq and Palestine - Amman, **Jordan**
Regional Seminar-Workshop on “Tourism and Handicrafts: Two Keys Sectors to Contribute to Poverty Reduction and Economic Development in Africa”, Accra, **Ghana**
- May - June Practicum - **Andorra** and Madrid, **Spain**
- June ETC-UNWTO Joint International Seminar on e-Marketing for Tourism Destinations, Budapest, **Hungary**
- September International Conference on Challenges and Opportunities of Sustainable Tourism Development in the Arab World, Amman, **Jordan**
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 nd Workshop, Vienna, Austria Conference on Climate Change: Solutions for the Tourism Industry, Bogota, Colombia Second Tourism Trends and Outlook Conference, Guilin, China
2009	
January	Seminar/workshop for Saudi Arabia on Tourism Destination Management: Strategies and Actions for Competitiveness, Farasan Island, Saudi Arabia Seminar of the Affiliate Members on "World Tourism: Responding to the New Challenges in the Global Economy", FITUR, Madrid, Spain
February	Second workshop of the Capacity-building Programme on Tourism Statistics for Africa, Pretoria, South Africa
March	Conference on increasing Tourist Flows between Asia and the Middle East, Tehran, Iran Technical Seminar on "the effects of the economic crisis on European Tourism: challenges and Responses, Baku, Azerbaijan Fifth International Conference on Tourism Statistics: Tourism, an Engine for Employment Creation, Bali, Indonesia
April	Seminar on "How can African Destinations make the most out of 2010?" Yaoundé, Cameroon International Seminar on Business management Support for Tourism Micro, Small and Medium-sized Enterprises (MSMEs), Mendoza, Argentina
May	Practicum - Andorra and Madrid, Spain
June	Training Seminar "Coastal Tourism in the Mediterranean: Adapting to Climate Change, Cagliari, Italy 3rd UNWTO Asia/Pacific Executive Training Program, Langkawi, Malaysia Regional Workshop on Tourism Statistics, Vientiane, Laos ETC/UNWTO joint international seminar on tourism destination branding, Stockholm, Sweden 3rd workshop of the Statistics Capacity-building Programme, Vienna, Austria
July	Regional Seminar on the Statistics Capacity-building Programme, Vienna, Austria
August	Review and preparation exercise on travel and tourism under pandemic conditions, UNWTO HQ, Madrid, Spain
September	ETC/UNWTO Symposium in collaboration with VisitSweden on Tourism and Travel in the Green Economy, Gothenburg, Sweden UNWTO Workshop on Travel and Tourism under Pandemic Conditions: Review and Preparation Exercise, Nassau, The Bahamas Fifth International Conference on Destination Management: "Weathering the storm of Global Recession – The Challenge for Destination Management, Hanzhou, China World Tourism Day, Accra, Ghana
November	Third UNWTO/PATA Forum: Tourism Trends and Outlooks, Guilin, China Risk and Assessment and Crisis Management, Sana'a, Yemen UNWTO Capacity-Building Programme on Tourism Statistics 2008-2009: Fourth workshop, Vienna, Austria UNWTO Statistics Capacity-Building Programme – 2008-2009: Third Workshop and Regional Seminar on Tourism Statistics, Johannesburg, South Africa

Annex 2: List of UNWTO technical missions evaluated (2008 – 2009)

2008

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

2009

- February 3rd project mission to develop a Tourism Satellite Account, **Oman**
Development of Community-Based tourism through a Community Resilience Programme, **Botswana**
- March Tourism labour market study, **Oman**
Training on data collection for officials of Ministry of Tourism and Sport, **Thailand**
Revision of the Sustainable Tourism Development Strategy 2009-2013, **F.Y.R.O. Macedonia**
- May Review meeting of the **implementation** of the TSA project and steering committee for presentation of guidelines of community-based tourism project, **Botswana**
Development of Tourism Database in the Project for the implementation of a TSA, **Botswana**
- June Elaboration of the tourism national strategy, **Togo**
- July Assistance on land planning aspects in the "Ruta Moche" project, **Peru**
- September Mission and workshop on TSA, **Syria**
- October Participation in Steering Committee Meeting of Hotel Classification Project and presentation of Physical Planning and community-based tourism development report (MDG) to UNDP's Programme Management Committee, **Egypt**
E-tourism needs assessment, **Jordan**

- November Review and implementation of the new hotel classification system, **Egypt**
Production of a model of organizational structure for Maldives Tourism Promotion Board, **Maldives**
National Tourism Brand Development and Management, **Jordan**
Assessment of air accessibility to tourism destinations, **Nicaragua**
- December Identification of priority areas for tourism development, **Bangladesh**
Marketing and Branding, **Tunisia**
Evaluation of marketing activities, **Jordan**
Support to the creation of a cruise destinations association for the Caribbean, **Nicaragua**