

Executive Council

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

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

REPORT ON THE IMPLEMENTATION OF THE ORGANIZATION'S GENERAL PROGRAMME OF WORK FOR THE PERIOD 2010-2011

Table of Contents

Introduction	2
I. Implementation of the programme of work in 2010	2
A. Competitiveness	2
A1: International statistics and TSA.....	2
A2: Market trends and forecasts.....	2
A3: Innovative marketing & promotion techniques	3
A4: Enhancement of competitiveness	3
A5: Risk and crisis management	4
A6: Knowledge management.....	4
B. Sustainability.....	5
B1: Sustainability and quality	5
B2: Social, cultural and ethical aspects of tourism	5
B3: Tourism and poverty alleviation	5
B4: Tourism and climate change	6
C. Cross-cutting issues and support to members	6
Strengthening relations with members.....	6
Technical Cooperation and Services.....	6
Global collaboration with international bodies and networks	7
II. Restructuring UNWTO Secretariat	7
A. Senior Management Team.....	7
B. Conversion into a programme-based structure	8

Introduction

1. This report summarises, in its first part, the activities undertaken by the UNWTO Secretariat during the first trimester 2010 approximately. The presentation follows the structure of the Programme of Work document approved by the 18th Session of the General Assembly in Astana, Kazakhstan (A/18/15) along the two strategic objectives: **improving competitiveness** and **raising sustainability**. In addition, the present document summarises the visits of UNWTO officials to Member States for policy support, provides a list of the current development assistance projects and mentions the main collaborations with international bodies or initiatives.
2. The second part of the report is dedicated to the restructuration that the UNWTO Secretariat is currently undergoing, principally its conversion into a programme-based organisation led by a transformed management team.

I. Implementation of the programme of work in 2010

A. Competitiveness

A1: International statistics and TSA

3. The UNWTO Committee on Statistics and Tourism Satellite Account (TSA) held its eleventh meeting at UNWTO Headquarters in Madrid on March 2010. The Committee discussed the creation of a Technical Advisory Board that will advise the Statistics and TSA Unit in relation with the implementation of the UN 2008 International Recommendations regarding tourism statistics; fostering initiatives to keep them relevant in the coming years; and encouraging communication between UNWTO Statistics Committee meetings.
4. It also discussed the launching of the International Network on Regional Economics, Mobility and Tourism (INRouTe). An expert knowledge-driven network, INRouTe has the ambition to bring together a wide yet complimentary diversity of technicians, scholars, practitioners and industry professionals to share information, practices and experiences that endorse the development of conceptual underpinnings, measurement and comparative analyses to provide guidance for tourism destination management.
5. Coordination with the UN has also continued through UNWTO participation in the Committee for the Coordination of Statistical Activities, and in the UN Statistical Commission. In addition, a meeting convening Mercosur countries took place regarding the future implementation of a common TSA project.

A2: Market trends and forecasts

6. Market trends activities concentrate on the analysis of short- and long-term trends in tourism, resulting in various publications.
 - *UNWTO World Tourism Barometer* (Vol. 8, No. 1, January 2010). An *Interim Update* is under preparation, focussing on the first months of 2010 and scheduled to be available at the end of April. The next full issue is scheduled for end of June.
 - The *Spanish Outbound Travel Market to Africa and the Middle East* was published on the occasion of FITUR/INVESTUR.

Under preparation:

- English edition of the report *Cruise tourism – Current situation and trends*
- *Tourism Towards 2030*
- *Middle East Outbound Market*, in collaboration with ETC
- Brochure on *Tourism in the European Union*, in collaboration with the European Commission and Eurostat
- *Japanese Tourism Outbound Market*, in collaboration with ETC
- Handbook on Tourism Product Development, in collaboration with ETC

A3: Innovative marketing & promotion techniques

7. This area of activities focuses on improving Member States', tourism destinations' and companies' skills in the field of tourism marketing (planning and evaluation), particularly in strategic marketing planning, operational marketing, e-marketing and evaluation of promotional activities. Several publications are under preparation:
- Tourism and Demographic Change, in collaboration with ETC (ready in May)
 - Budgets of National Tourism Organizations 2008-2009 (UNWTO-ETC).
 - Spanish edition of the *Handbook on E-Marketing for Tourism Destinations* (UNWTO-ETC).
 - Spanish edition of the *Handbook on Tourism Destination Branding* (UNWTO-ETC).
8. In addition, a Regional Capacity-building Workshop on *Strategic and Operational Marketing* in Doha, Qatar for the Middle-East countries. The event is a continuation of those previously organized in other regions in 2008 and 2009.

A4: Enhancement of competitiveness

9. Many activities correspond to this area of work. They can be classified under three main categories:

1. Follow-up on the tourism economic recovery agenda

Two events were held on this subject respectively during FITUR and ITB:

- UNWTO-FITUR 2010 – Seminar on “Perspective and Responses for Stimulating Recovery”
- UNWTO ITB – UNWTO Fourth meeting of the Tourism Resilience Committee

Two major events took place in Johannesburg, South Africa:

- UNWTO – T20 Ministerial Summit. This was the First T20 Ministers' Meeting aimed at debating the contribution of tourism to the global agenda, in particular to the ongoing process of supporting economic recovery and the transformation towards a greener and more sustainable economy.
- UNWTO/South Africa International Summit on Tourism, Sport and Mega Events, was aimed at bringing together leaders of the global tourism community – one of the world's leading sectors capable of fuelling global economic activity, employment and confidence – to explore the impact of Sport and Mega-events on tourism.

In addition, UNWTO, together with ILO, has been selected to implement a RIVAF¹ funded project aiming at operationalising the Global Impact and Vulnerability Alert System (GIVAS²). The UNWTO-ILO proposal is entitled, “Economic crisis, tourism decline and its impact on the poor: An analysis of the effects of the global economic crisis on the employment of poor and vulnerable groups in the tourism sector”. A team of experts has been selected and activities will be commencing shortly. In principle, the project will study the economic impact of the tourism sector in three pilot countries: Costa Rica, Maldives and Tanzania. Preliminary results are expected in early June.

2. Enhancing tourism investments

One major event took place during FITUR in Madrid: *UNWTO Tourism Investment Forum for Africa – INVESTOUR*. This event recognized the potential of the African continent as a destination for tourism investment, as well as the importance of this investment for socio-economic development and poverty alleviation. The forum sought to mobilize Spanish tourism investment in Africa with the expectation that this would contribute to sustainable development across the continent. African destinations had the opportunity to present their proposals to potential investors.

¹ Rapid Impact Vulnerability Analysis Fund

² GIVAS: “Is an initiative that seeks to assist policy makers in taking faster and more targeted action in support of the poorest and most vulnerable populations around the world.”

3. Public-private partnership (PPP) for tourism competitiveness

Two major international events and one at national level took place in this first trimester allowing an in-depth reflexion on PPP in tourism:

- *UNWTO/EXCELTUR International Tourism Leadership Forum*, Madrid, Spain: this event provided a mix of nearly 40 public and private sector global leaders talking about how they're tackling the main economic issues for 2010.
- *UNWTO-Andorran Government Sixth World Congress on Snow and Mountain Tourism*, Ordino, Andorra: This congress served as a mountain destinations platform for the exchange of knowledge, information and professional perspectives on the analysis of the current situation and thoughts about future prospects.
- *UNWTO Seminar on Public-Private Partnership in Tourism: Methods and Solutions for the Future*, Moscow, Russian Federation: This event was gathering of sub-national tourism authorities and private sector stakeholders. It focussed on best practices and future PPP models at national level.

A5: Risk and crisis management

10. **Support to Haiti:** Following the earthquake suffered by Haiti, UNWTO joined the movement of solidarity and assistance for the progressive recovery of the country. The Montego Bay Initiative was launched aiming at supporting Haiti in its efforts for rebuilding the structure and the image of the destination in a mid-term perspective. UNWTO directly supported the Haitian authorities to be present in crucial tourism and investment events in order to reinvent tourism in Haiti in the aftermath of the earthquake.
11. One of the events organized by UNWTO during ITB, focussed on Market Intelligence and Communications in Times of Crises. Additionally, the Secretariat continued its collaboration with international bodies on the follow-up regarding global health risks preparedness.

A6: Knowledge management

12. As it is well known and established, Knowledge Management is a preferential set of instruments used in UN specialized agencies and many other institutions. Knowledge Management refers to (a) the production and explicitation of knowledge through research, study groups, think-tanks, etc., (b) the dissemination of knowledge through education activities, training, publications, information, etc., and (c) the application of knowledge through recommendations, best practices, codes, voluntary standards, norms and laws. The programme of work carried out by the UNWTO Secretariat benefits from a worldwide network of tourism research and education centres (UNWTO Education and Science Council – EdSCo now evolving towards a UNWTO Knowledge Network – KN), which helps positioning UNWTO as the international reference in tourism policy and governance.
13. The services offered to Member States are: (a) specific research in areas and issues established in the PoW and the agendas of Member States, carried out by UNWTO and/or EdSCo/KN member institutions, external experts, knowledge already existing in Member States, etc., (b) dissemination done directly through the activities of Affiliate Members and EdSCo/KN, the Themis Foundation or the existing programmes of the Secretariat and/or, through other collaborating institutions, (c) support to Member States in their initiatives to adopt UNWTO recommendations, codes and voluntary standards and to progressively incorporate them to national norms and legislation.
14. During the first trimester of 2010, three events took place in relation with this area of work:
 - *UNWTO-FITUR 2010 – Workshop on UNWTO as a Knowledge-based Organization: Tourism Policy Making in Europe*. The aim of this Workshop was to analyze the involvement of Knowledge Management in other UN specialized agencies and to review the need for UNWTO to consider its position as a knowledge-based organization.

- First seminars, workshops and conferences oriented towards the new knowledge structure in UNWTO (Knowledge Network), where information and exchange of views were shared with affiliated institutions.
- The 4th UNWTO Asia/Pacific Executive Training Program on Tourism Policy and Strategy, Gyeongju, Republic of Korea: Through a series of lectures, group discussions, debates, and presentations, this event was aimed at helping policy makers gain a better understanding of the latest trends in tourism management.

B. Sustainability

B1: Sustainability and quality

15. Main activities undertaken in this area of work during the first trimester comprise the follow-up of the coordination with international sustainability networks (e.g. with the Tourism Sustainability Group of the EU Commission or within the Marrakech Task Force Process), with other UN agencies and in the framework of the Tour Operators' Initiative (TOI). One crucial work under implementation is the supervision of the Green Economy and Tourism report within the Green Economy Initiative, in close collaboration with UNEP.
16. UNWTO is also engaged in activities aiming at celebrating the UN International Year of Biodiversity, consequently the theme also adopted for the World Tourism Day 2010. The Secretariat is currently working, in collaboration with the Bonn Unit, on the production of a *Practical guide for the development of tourism and biodiversity products*. In addition, one UNWTO event took place during ITB on *Linking Tourism and Biodiversity – Experience from Indonesia and Thailand*.
17. Another issue is the relation between tourism and heritage. UNWTO is preparing a manual for all heritage and tourism stakeholders, which aims at enhancing the overall experience of visitors by improving the interpretation and presentation of natural and cultural heritage features.
18. Finally, a study was published relating sustainability with quality, entitled, *Quality Norms and Systems in tourism*. Its main objective is to analyze experiences in the Americas Region regarding the development and application of quality and sustainability norms and its links with the national legislation.

B2: Social, cultural and ethical aspects of tourism

19. During the first trimester 2010, the UNWTO Secretariat organised the following events corresponding to its commitment towards the protection of children and young people against exploitation (sexual and labour) and for the diffusion and practical implementation of the Global Code of Ethics for Tourism:
 - Twenty-fifth meeting of the Task Force for the protection of children in tourism (during ITB)
 - Ninth Meeting of the World Committee on Tourism Ethics, Luxor, Egypt
20. In addition, a study has been produced on *Tourism and Migration: Exploring the Relationship between Two Global Phenomena*. This publication analyses two of the most significant manifestations of globalisation, presents case related studies and provides some preliminary recommendations.

B3: Tourism and poverty alleviation

21. The status of the ST-EP Projects at the beginning of 2010 is available in the document CE884 a-Add 2: *Evaluation of ST-EP Projects* (p.7-8): 44 projects are under implementation in around 30 countries.
22. One publication has been produced, which relates mainly with community-based tourism in developing countries and, therefore, with poverty alleviation: *Joining Forces – Collaborative Processes for Sustainable and Competitive Tourism*: This publication will help stakeholders concerned with the sustainability of tourism to work better together. While a number of other publications have looked at technical issues of tourism sustainability, this document focuses on collaborative processes.

23. In addition, the Secretariat is engaged in several negotiations in order to obtain additional funds for the ST-EP Programme. The recent creation of a dedicated operational Programme for fund raising will be of crucial help in this task.

B4: Tourism and climate change

24. Climate change and tourism is most likely to remain a main issue in the UNWTO agenda. Raising awareness on this issue in different fora (e.g. ASEAN Ministers meeting) is an important commitment for the Secretariat, in order to disseminate all the knowledge built during the past seven years or so.
25. Other noteworthy activities are related to the Hotel Energy Solutions project, in which UNWTO is joining forces with UNEP, IH&RA, EREC and ADEME³ for improving hotels' energy efficiency and use of renewable energies, as well as to reduce CO2 emissions and improve their competitiveness. This project is co-funded by the European Executive Agency for Competitiveness and Innovation and presents substantial opportunities for raising additional funds for adaption to specific regions in the world as well as capacity building on the global level.
26. During FITUR, one exhibition took place: *FITUR GREEN Exhibition, Energy Technologies for the Hotel Sector*, and one event was organised: *Hotel Energy Solutions Conference, Towards a More Competitive Industry*.

C. Cross-cutting issues and support to members

27. In addition to the thematic activities above described, the Secretariat has provided:
- policy support to Member States, through official visits,
 - technical support, through technical assistance projects and missions
 - global collaboration with international bodies and networks

Strengthening relations with members

28. Official visits took place in the following countries and territories: Burkina Faso, China, Egypt, France, Germany, Hong Kong, Italy, Kenya, Macao, Morocco, Russian Federation, Serbia, Seychelles, and United Kingdom. Some of these visits may include a participation in a national event or a fair. UNWTO officials also participated in the General Assembly of the Arab Tourism Organization and in the ASEAN Ministers Meeting. In addition, three major ministers meeting were organised during FITUR and ITB:
- *Africa and Middle East Ministers Working session (FITUR)*
 - *Meeting with Central American Ministers and Ambassadors (FITUR)*
 - *Annual Meeting for Asia-Pacific Ambassadors (ITB)*

Technical Cooperation and Services

29. Missions to several countries were undertaken in relation with the on-going development assistance projects, as listed below:
1. **Bahrain:** Development of a Classification and Grading System for Hotels and Accommodation Establishments
 2. **Botswana:** Development of a Community-based Tourism
 3. **Botswana:** Implementation of the Tourism Satellite Account
 4. **Burundi:** National strategy for the Sustainable Development of Tourism
 5. **China:** Designing and Developing a Diploma Programme on Hospitality Management for the Guilin Institute of Tourism
 6. **China:** Tibet Development and Poverty Alleviation

³ United Nations Environment Program (UNEP), International Hotel & Restaurant Association (IH&RA), European Renewable Energy Council (EREC) and French Environment and Energy Management Agency (ADEME)

7. **Ecuador:** MDGF Conservation and Sustainable Management of the Natural and Cultural Heritage of the Yasuni Biosphere Reserve
 8. **Ecuador:** MDGF Development and Cultural Diversity for Poverty Reduction and social Inclusion
 9. **Egypt:** MDGF: Dahshour World Heritage Site Mobilization for Cultural Heritage for Community Development
 10. **Egypt:** Review and Implementation of the New Hotel Classification System
 11. **Honduras:** MDGF Creativity and cultural identity for local development
 12. **India:** Tourism Development Master Plan for Punjab (Phase II)
 13. **Indonesia:** Tourism Marketing
 14. **Nicaragua:** MDGF Cultural Revitalization
 15. **Nicaragua:** MDGF National Development Capacities for Improving Employment and Self-Employment Opportunities for Young People
 16. **Oman:** Tourism Manpower and Training Needs Analysis and Human Resources Action Plan
 17. **Panama:** MDGF Network of Entrepreneurial Opportunities for Poor Families
 18. **Peru:** MDGF Inclusive Creative Industries
 19. **Senegal:** MDGF Promoting Initiatives and Cultural Industries
 20. **Serbia:** MDGF Sustainable Tourism for Rural Development
 21. **Turkey:** MDGF Alliance for Cultural Tourism in Kars
30. **Note:** many technical assistance projects refer to more than one of the thematic areas of the Programme of Work. To this list, should be added the 44 ST-EP projects mentioned previously.

Global collaboration with international bodies and networks

31. This part of the Secretariat's activity includes participation in events organised by international organs of all types, and serves the purpose of enhancing the image of tourism in the global agenda and the leadership of UNWTO in tourism-related issues. During the first trimester 2010, UNWTO Secretariat has collaborated with the following organizations (non exhaustive list) and networks: International Association for Impact Assessment, European Tourism Commission, Blue Flag, OECD, union for the Mediterranean, IH&RA, etc.

II. Restructuring UNWTO Secretariat

32. As announced at the 18th Session of the UNWTO General Assembly in Astana, Kazakhstan, the Secretariat is undertaking an in-depth restructuring. This process is complex and lengthy; however some progress has already been made during the first trimester 2010. The following paragraphs present the main achievements up to the end of March, through the introduction of two key changes in the Secretariat:
- a) enhancing and re-defining the role and structure of Senior Management, and
 - b) creating a time-bound programme-based rather than a department-based structure.

A. Senior Management Team

33. Overall, the new organizational structure will reflect the general areas of responsibility assigned to each of the members of the Senior Management Team (SMT), composed of the Secretary-General, the three newly assigned Executive Directors (since 1 January 2010) and the Director of Administration. In addition, specific thematic time-bound programmes and related administrative and support services will be assigned to each member of the senior management team. SMT attempts to meet once a week.
34. The Executive Directors have been assigned the following main areas:
- a) **Mr. Frédéric Pierret – programme and coordination.** Mr. Pierret will be responsible for the preparation, development, coordination and execution of the Organization's Programme of Work, as well as the implementation of the technical cooperation projects. He will also be charged with the responsibility of setting up and managing a coherent electronic communications action plan;

- b) **Mr. Márcio Favilla – competitiveness, external relations and partnerships**, including relations with the Host Country, with the UN and other international institutions as well as with non-governmental entities. As such, Mr. Favilla will be charged with the responsibility of integrating the programme of the Affiliate Members with that of the Secretariat. He will supervise the programmes related with competitiveness and also create a new programme for resource mobilization; and,
 - c) **Mr. Zoltán Somogyi – Member States’ relations and services**. Mr. Somogyi will be responsible for coordinating and ensuring coherence to the regional activities and for the production of the periodic Regional Report on delivery of field services. Mr. Somogyi will also be in charge of managing the functions and meetings of the main organs of the Organization (General Assembly and Executive Council).
35. Areas dedicated to providing, either directly or indirectly, support services to the staff and activities of the Secretariat, such as Human Resources, Budget and Finance, Information and Communication Technologies, Travel and the internal services will remain under the overall supervision of the **Director of Administration and Finance, Mr. Jose G.-Blanch**.
36. The following officials will, under the supervision of the **Secretary-General** and the **Executive Director for Competitiveness, External Relations and Partnerships** (Mr. Márcio Favilla), develop and redefine these areas into special programmes:
- a) The **President of the Thémis Foundation** will be requested to consolidate all education, capacity-building and training programmes of the Secretariat into the work of the Thémis Foundation which would become *de facto* the executing arm of the Secretariat in the above fields.
 - b) The **Director of the Secretariat of the Affiliate Members** will be requested to take steps towards the integration of the programme and activities of the non-governmental members into the work of the Secretariat.
 - c) The **Executive Secretary of the Education and Science Council** will be requested to redefine the structure of the existing Council into a knowledge network community in order to better integrate its work, particularly on research and knowledge management, in the work of the Secretariat.
37. **Extended Management Team:** In addition to the Senior Management Team (see §32), an Extended Management Team (EMT) has been created, including SMT members as well as the Chief of Human resources and the Regional and Programme Directors (see §37 below), in order to assist the Secretary-General in formulating strategic and current issues and in further strengthening the coordination and communication channels within the Secretariat. The EMT attempts to meet once a month.

B. Conversion into a programme-based structure

38. As announced, the organisation of the Secretariat will be based in three categories of programmes, corresponding to different types of mission and levels of permanence:
- a) **Regional Programmes**, which cover those activities undertaken by the Organization to discharge its mandate in response to Members’ needs. These activities are geographically focused with priority areas reviewed periodically and varying between regions. Regional Programmes will be administered by Regional Directors.
 - b) **Operational Programmes** which cover those activities directly undertaken to discharge the overall priority areas of the mandate of the Organization at a given time. These programmes are, therefore, time-bound (normally a biennium or the multiples of it) and will have to be periodically and systematically reviewed. Operational Programmes will be administered by Programme Directors or Programme Managers. Within this category, three programmes are considered as “**Special Programmes**”: (i) Affiliate Members, (ii) Knowledge Network (Education and Science Council) and (iii) Thémis.
 - c) **Support Programmes (SP):** they respond to logistical and administrative needs, and delivers services to the other categories of programmes. Their existence is more permanent; however, they can also be modified if necessary.

39. Programme directors and programme managers are placed, as appropriate, under the overall supervision of one of the members of the senior management team. The objectives, indicators and targets of the programmes are still under discussion between managers, directors and members of the Senior Management Team.
40. In order to improve the efficiency of the Secretariat and to accompany its restructuring, the Secretary-General has created an *ad-hoc* working group to simplify financial and administrative processes to ensure they respond to the needs of the Organization while also considering UN standards. In addition, a job classification will take place during the current year, which aims at adjusting job definitions to the new programme structure.