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### BRIEFING NOTE FOR THE BOARD OF THE AFFILIATE MEMBERS

Presented by the Secretary General to the  
Members of the Board at their meeting at ITB, 13 March 2010

1. Within the context of the Millennium Development Goals, the main strategic objective of UNWTO is to create the conditions for competitive and sustainable tourism worldwide.
2. The UNWTO cannot do this alone, so organizations that share the overall objectives of UNWTO, with which partnerships can be created, need to be identified and nurtured. Partnerships are the vehicles for extending the reach of UNWTO around the globe.
3. As part of the UN system, the UNWTO, which is and will remain an intergovernmental organization, must also join forces with all other international organizations in supporting its mandate and objectives, and in the work aimed at achieving the MDGs. Building short and long-term partnerships and consensus, as well as providing the platform for joint action and ownership, have become important objectives to advance competitiveness and sustainability.
4. The nature of an intergovernmental organization implies a major role for its member States, the principal policy makers and regulators. Nevertheless, from the very beginning the private sector –the main growth engine of tourism– and other non-governmental entities that have been involved with its evolution, are now part of the Affiliate Members (a category formally introduced in 1992) and along with other actors must be more included in these partnerships.
5. UNWTO's Affiliate Members bring knowledge and diversity but their present composition (about 400 members, out of which 220 are Europeans, and not so many major players) still lacks, for different reasons, a broader coverage in terms of geographic and sectoral representation.
6. Some of those reasons are the fact that it is not always clear what benefits could derive from becoming an Affiliate Member, how to get the expected benefits, the extension of participation, the influence that an Affiliate Member can have on the decision-making process of the Organization and also the fact that potential members participate in other entities or groups that are more appropriate to its interests.
7. Despite the fact that Affiliates are members of all UNWTO Committees, and that there is a structure within the Secretariat committed to them, there is a sense that this is not enough to fulfil the expectations of the AM (grouped under three different councils - Business, Education and Destinations) nor for the Organization to benefit from their membership.
8. According to the recent survey conducted by the Secretariat of the Affiliate Members, the majority expects their membership to mean a global outreach, exchange of knowledge, experience, best practices, know-how and market intelligence. And what does UNWTO expect from them?

9. The Councils for Business, Destinations and Education were originally introduced as informal bodies to provide extra-focus for particular groups of Affiliate Members and better integration with the programme of work of the Secretariat of the UNWTO, an objective that did not fully materialize. In order to adequately deliver the Affiliate Members what they expect from UNWTO and for the Organization fully benefit from their membership, all three councils must be revisited.

10. Most of the present non-governmental stakeholders have a local, national or regional rather than a global focus. However, they may be seeking a global reach or perspective through their association with the UNWTO.

11. It is envisaged that local and national non-governmental organizations participating within their regions, through joint-meetings and projects will help to determine plans for action that are relevant regionally as well as the creation of and participation in regional and global events reflecting particular interests and needs.

12. Therefore, in order to strengthen the Organization and the position of Affiliate Members, non-governmental members need to be taken care of in a much more regionalized approach by the Regional Commissions, be an essential part of their activities and from there more integrated into UNWTO's programme of work.

13. Consequently, the Secretariat of the Affiliate Members and the Regional programmes must work closely together in order to provide simultaneously both a regional focus and a global perspective, having as a background reference UNWTO's General Programme of Work and that be reflected in the annual Work Plan for the Affiliate Members.

14. The Affiliate Members of the Education and Science Council require a different approach, one that is compatible with their status as Affiliate Members and with their integration in the Organization in general. It is envisaged that it will continue as an informal body organized and funded by its members and facilitated through the UNWTO Secretariat, thus providing a platform for that essential partnership of universities with the Organization, particularly sharing knowledge and information with the other Affiliate Members.

15. It is also expected that UNWTO will benefit more in the future from research provided through universities thus enhancing the knowledge base of the Organization. There are two regional tourism organizations (PATA and CTO), both of them Affiliate Members, that are examples of regional set-ups that require special attention. Both of them have state and non-governmental members and some of their island member states are not UNWTO members. There is room for special partnerships to be crafted with these two organizations – a type of joint membership could well be an example of such a special arrangement - that would strengthen everyone's mandate and broaden the geographic base of the Affiliate Members. Though of a different nature, the same principle of mutual benefit will come from strengthening our partnership with WTTC at a global level.

16. There could be other cases that require an innovative approach to enhance and strengthen participation of present and potential Affiliate Members, as well as other organizations that could engage with UNWTO in fruitful partnerships.

17. It is clear that UNWTO meets the needs of some partners much better than others. It is a small UN specialized agency, with limited resources and cannot respond effectively to all demands but, with the benefit of partnerships, UNWTO can extend its reach considerably.

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