

UNWTO COMMISSION FOR AFRICA
Fifty-first meeting
Ouagadougou, Burkina Faso, 6 June 2011

Item 5.2 of the provisional agenda

RESULTS OF THE SURVEY ON THE GENERAL PROGRAMME OF WORK FOR 2012-2013

Note by the Secretary-General

In this document, the Secretary-General informs the Members of the Commission for Africa about the results of the Survey on Member States' Priorities for the Programme of Work 2012-2013.

Survey on Member States' priorities for 2012-2013

Summary of Replies

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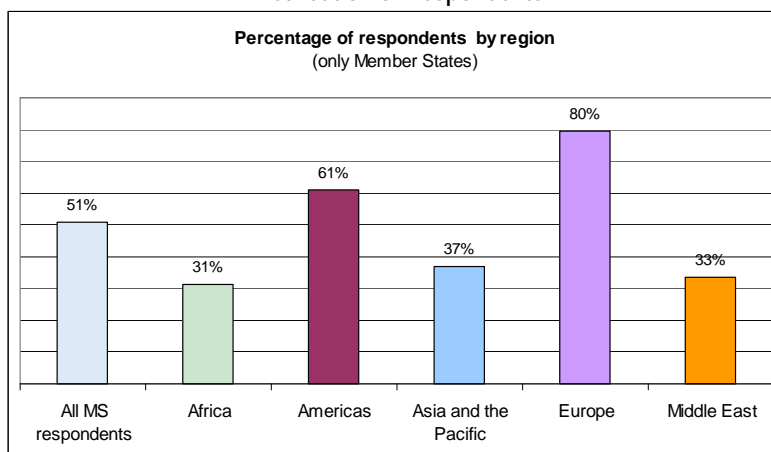
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Introduction: background and general figures

In August 2010, a Survey on Member States' priorities was launched by the UNWTO Secretariat in order to prepare the Organization's General Programme of Work and Regular Budget 2012-2013. The questionnaire was comprehensive; divided into strategic, regional and thematic issues. Following the structure of the survey, this document summarizes the replies received until the end of March 2011.

Considering the relative complexity of the questionnaire, the level of replies received (nearly 50%) is considered to be satisfactory, with clear disparities among regions, as shown in the following graph and table.

Distribution of Respondents



List of respondents (as of 4 March 2011)

Africa
Botswana
Burkina Faso
Cameroon
Cape Verde
Central African Republic
Congo
Ethiopia
Gabon
Lesotho
Morocco
Niger
Nigeria
South Africa
Togo
Tunisia
Total Africa (MS) 15
Americas
Argentina
Bahamas
Bolivia
Brazil
Colombia
Ecuador
El Salvador
Mexico
Nicaragua
Panama
Paraguay
Peru
Uruguay
Venezuela
Total Americas (MS) 14

Asia and the Pacific
East Asia and the Pacific
Australia
China
Indonesia
Japan
Malaysia
Philippines
Republic of Korea
Total EAP (MS) 7
South Asia
Bangladesh
Bhutan
India
Total SA (MS) 3
Total AP (MS) 10
Europe
Albania
Armenia
Austria
Azerbaijan
Bosnia and Herzegovina
Bulgaria
Croatia
Cyprus
Czech Republic
France
Georgia
Germany
Greece
Hungary
Israel
Italy
Kazakhstan

Latvia
Lithuania
Malta
Monaco
Montenegro
Netherlands
Norway
Poland
Portugal
Romania
Serbia
Slovakia
Slovenia
Spain
Switzerland
Tajikistan
The FYR Macedonia
Turkey
Total Europe (MS) 35
Middle East
Iraq
Oman
Saudi Arabia
Yemen
Total Middle East (MS) 4
Total MS: 78
Associate Members
Flemish Comm. Belgium
Total MS + AM: 79

A. Global strategic issues

Question 1: Lessons learned from the recent crisis

The recent global economic crisis has shown that mitigation measures combined with stimulus have allowed some countries to better recover from the downturn¹. According to the lessons learned from the crisis, what would be the implications for UNWTO's work in the next biennium?

Replies received acknowledge the importance of the work carried out throughout the economic crisis, notably the production of the UNWTO Roadmap for Recovery. Members have also highlighted that the Secretariat should maintain an active role in this domain, principally by:

- a) working on a global strategic framework and corresponding guidelines for crisis preparedness and responsiveness,
- b) maintaining a system for exchanging best practices and
- c) producing rapid market assessments as well as studies on shifts in demand resulting from the crisis.

In the three types of activity, Members have suggested that UNWTO focus on – or at least to take into account – the following cross-cutting issues. Many issues mentioned are already part of the current programme of the Organization, but others (underlined) would constitute new areas of work:

Green Economy and Climate Change, Human Resource Development at all levels; domestic Tourism; measurement of the economic importance of tourism before, during and after the crisis (through TSA); investment (mainly in infrastructures and training); development and promotion of new products/destinations; public-private partnership; cooperation with other international organizations; regional and sub-regional integration and networking; communication on crisis; consumer protection; creation of an *ad-hoc* contingency fund; quality issues; SMEs and reform in taxation.

The answers also give the overall impression that the concept of *crisis* used by most of the Members interconnects economic, health, and natural crises, and that the work to be undertaken should encompass all of these aspects. Another veiled trend is that the strategic work concerning tourism in times of crisis should be integrated at the highest level in each national government. In addition, repeated suggestions have been made to use ITC, particularly web-based tools, to deal with the questions of exchange of best practices and rapid market assessment.

Question 2: Domestic tourism

Considering the important role played by domestic tourism during the economic crisis, would you like to see UNWTO dedicate more resources to domestic tourism (collection of data and policy issues), without losing focus on international tourism?

Respondent Members strongly support (85%) that UNWTO Secretariat should dedicate more resources to domestic tourism. Many of them have recalled the important role that domestic

¹ See the *Report on the Implementation of the Roadmap for Recovery*.
http://www.unwto.org/trc/pdf/UNWTO_TRC_Implementation_R4R_2010_Mar.pdf

tourism played during the recent economic crisis and its usefulness as a compensator for international tourism seasonality, notably in relation with employment. In addition, and particularly for developed countries, domestic tourism is perceived as the sector's backbone.

The main types of activity requested in the replies are as follows:

- a. establishing *ad-hoc* mechanisms for the collection and harmonisation of data,
- b. supporting members in drafting strategy/policy documents: general guidelines and technical assistance products,
- c. producing studies on specific issues: strategy, marketing, promotion and product development, and
- d. exchanging best practices in all related issues

In the work to be undertaken during the next biennium, Members have suggested focussing on – or at least taking into account – the following cross-cutting issues:

Measuring the contribution of domestic tourism with regards to international tourism in national economy (TSA); comparability of data; reinforcement of the national/local cultural pride; quality issues; investment for infrastructure development; product development for target groups (youth, seniors, persons with disabilities and low-income families); sub-regional integration and interrelationships between domestic and international tourism.

Most of the Members insisted, as the question suggests, that work on domestic tourism should not affect current activities on international trends and policies. In this respect, it has also been suggested that a cost/benefit analysis for the Organization could be undertaken before starting to engage in these new activities.

Question 3: Tourism and employment

Unemployment is an issue of increasing concern in developed and developing countries. Would you like to see UNWTO dedicate more resources to employment, in order (a) to stimulate job creation in tourism, (b) to address training needs in basic tourism skills and (c) to improve work quality in the sector? Please kindly elaborate.

The support from Members to the Secretariat in its attempt to reinforce its work regarding employment is undeniable (89%). For all the three aspects stated in the question, the replies received suggest some the usual types of activity: producing studies and general policy guidelines, collecting and harmonising data, and exchanging best practices.

In addition, the following cross-cutting issues were mentioned:

- **Stimulating job creation:** For most of the Members, employment is strongly connected to the enablement of a favourable economic environment, especially for tourism SMEs, facilitating the entry on the market of small businesses, including self-employed entrepreneurs. Members have requested that UNWTO should study mechanisms and produce guidelines on how to develop a comprehensive policy/legislative framework for tourism investment, development and competitiveness, considering employment in all industries of the tourism supply chain and in all types of destinations. In developing

countries, respondents to the survey also associates job creation with poverty reduction, principally with community-based tourism businesses, including those in informal sectors.

- **Training:** While some members agree on focussing on basic tourism skills as suggested in the questionnaire, others highlight the importance of addressing the question of training in tourism at all levels, creating greater awareness of the opportunities for careers within the tourism sector. Social issues are also well reflected in the replies recommending that training programmes should be orientated to specific groups (youth, women, ethnic minorities). UNWTO could develop guidelines and technical products covering different ranges of training, from basic to high-skill, including language and ICT education. Actions requested by Members are of course for their officials, but most of them suggest cooperation schemes with the private sector in order to organize vocational training programmes for the all stakeholders.
- **Quality in tourism employment:** The replies to this question underscore: a) the quality of the employment itself, linked with working conditions (including salary levels) of employees, and b) the image of the services and products offered at destinations resulting from the level of education of the staff employed. Both are perceived as equally important by Members and are connected to the previous point on training. As usual when speaking of quality, UNWTO's help is required for the questions of certification and standard-setting. In addition and in connexion with job creation and sustain, Members are highly concerned with seasonality issues.

In all the above-mentioned aspects, respondents highlight the importance of collaborating with other institutions, which already worked on employment issues, principally ILO (decent work), OECD and UE.

Note: Regarding the question of data collection and harmonisation, it is interesting to highlight one of the conclusions reached through the T20 Initiative process: We have to consider“(...) *the uneven distribution of tourism activity and its related employment across a range of variables: geographic territory, occupational segments, and production units.*” Therefore, *it is not meaningful enough to talk about ‘tourism employment’ as a homogenous entity. Because employment is unevenly distributed over different occupations with varying educational/skill requirements, policy makers should require information and analysis that not only takes this into account but also allows for enough disaggregation to craft and target effective policy. Analysing labour shortages in key occupations may require a sub-national focus.*”

Question 4: Tourism and the green economy

It has become clear that all sectors have to face the climate change challenge, without abandoning their responsibilities towards socio-economic issues. For tourism, the transformation towards the green economy is also a major task to be addressed. Would you like to see UNWTO to put more resources in strengthening Member States' technical capacity in order for them to be fully part of this transformation? What specific areas would you like UNWTO to focus on?

With 91% positive replies, respondents demonstrate their strong interest in progressively converting tourism into a greener sector. The assistance requested is composed mainly of the following types of activity:

- a. collecting and sharing best practices (web platform),

- b. producing studies and guidelines, and
- c. providing technical assistance and tools

The following cross-cutting issues were mentioned:

Valorisation and conservation of protected areas; incentive schemes for investment in green tourism infrastructure, renewable energy, soft mobility and waste/water management; knowledge transfer and technical assistance regarding CC adaptation and mitigation, notably at the destination level (hotel design, energy-efficient technology, etc.); studies and guidelines (e.g. handbooks) with ready-to-implement measures on legislative issues, standard-setting, certification/voluntary schemes, promotion, marketing, market trends (e.g. consumer behaviour regarding CC issues), new product development, land planning and green conferences; tourism stakeholders' awareness and capacity-building programme; mechanism for the calculation of CO2 emissions for tourism industries (accommodation, transport, etc.); and coordination with local authorities.

Note: The recognition of the HES project by several Members highlights the need for concrete tools adapted to the different tourism industries.

Question 5: Assessment of tourism value and role

In spite of the impressive growth of the tourism sector in the recent years, its impact and value are still insufficiently recognized within the governments' agendas. Would you like UNWTO to be more involved in advocacy and develop more indicators regarding tourism national value and performance?

Here again, support by respondents is very high (91%) and the work accomplished so far on tourism satellite accounts (TSA) is unanimously recognised. Requesting types of activity are as follows:

- a. organizing and participating in advocacy events or initiatives (e.g. campaigns) which promote tourism's importance,
- b. measuring tourism's socio-economic value and performance in the TSA framework, reinforcing and enlarging it, as well as disseminating results (available on a user-friendly web tool),
- c. ensuring capacity-building in TSA, and
- d. sharing examples demonstrating the importance of the sector and best practices (e.g. in tourism governance).

Members have suggested that UNWTO focus on – or at least to take into account – the following cross-cutting issues:

Indicators of the economic and socio-cultural impact of tourism (community wellbeing); indicators related to the green economy and sustainable development, at the national and also the sub-national level; value of natural and cultural tourism resources, i.e. indicators in terms of stocks instead of flows; level of tourism investments and profitability; comparability with other economic sectors; contribution to job creation and poverty reduction; consideration of the whole tourism value chain; place of tourism within the economic diversification policy; use of complementary qualitative indicators; impact

on tourism resulting from the policy changes in other sectors; tourism destination competitiveness index; and connexion of measurement indicators to forecast trends.

Members also support UNWTO work and suggest that tourism advocacy should be targeted not only at Member States, but also non-Members as well as international organizations (e.g. OECD) in order to better position tourism at the highest possible level both in international economic fora and within governments' agendas (increased institutional presence).

Note: A small minority of Members argue that no new indicators should be developed but that UNWTO should better-use existing ones. They represent a minority, but the argument of improving the use of current indicators is worth mentioning.

Question 6: Consumer and enterprise protection in tourism

The air traffic disruption in European airspace in May 2010, impacted significantly on the industry, particularly on the airlines, the travel agents and their customers. **Would you like to see UNWTO involved in the development of guidance and principles ensuring better consumer and enterprise protection in tourism?**

The question of consumer and company protection in tourism received strong support from respondents, but less so (82%) than in other strategic issues in the survey. Surprisingly, support from European respondents was weaker (70%), although this region was the most affected in terms of air traffic disruption. This may be explained by existing regulations on this matter in EU countries.

The main types of activity requested to UNWTO are the production of guidelines and principles and the exchange of experiences.

Respondents have also suggested that UNWTO focus on, or consider, the following issues:

Building on existing national and international regulations worldwide, especially on the European *Directive on package travel, package holidays and package tours*²; Connexion with the Global Code of Ethics, other existing codes of conduct and charters within the sector, especially for tour operators and travel agents; promotion of the reinforcement of quality in tourism services and consumer satisfaction; guidance not only for major companies but also for small and medium-sized enterprises; promotion of fair business competition; connexion with crisis preparedness mentioned in question 1; Cooperation with other international bodies, such as ICAO, EU, complementing their work, building synergies and harmonizing standards;

Several Members, especially in Europe, do not consider this issue as a priority, but recognize that UNWTO should start dedicating resources to it. Other Members care about the burden that heavy regulations could put on the shoulders of small tourism enterprises, harming their ability to compete with bigger companies.

² Council Directive 90/314/EEC of 13 June 1990

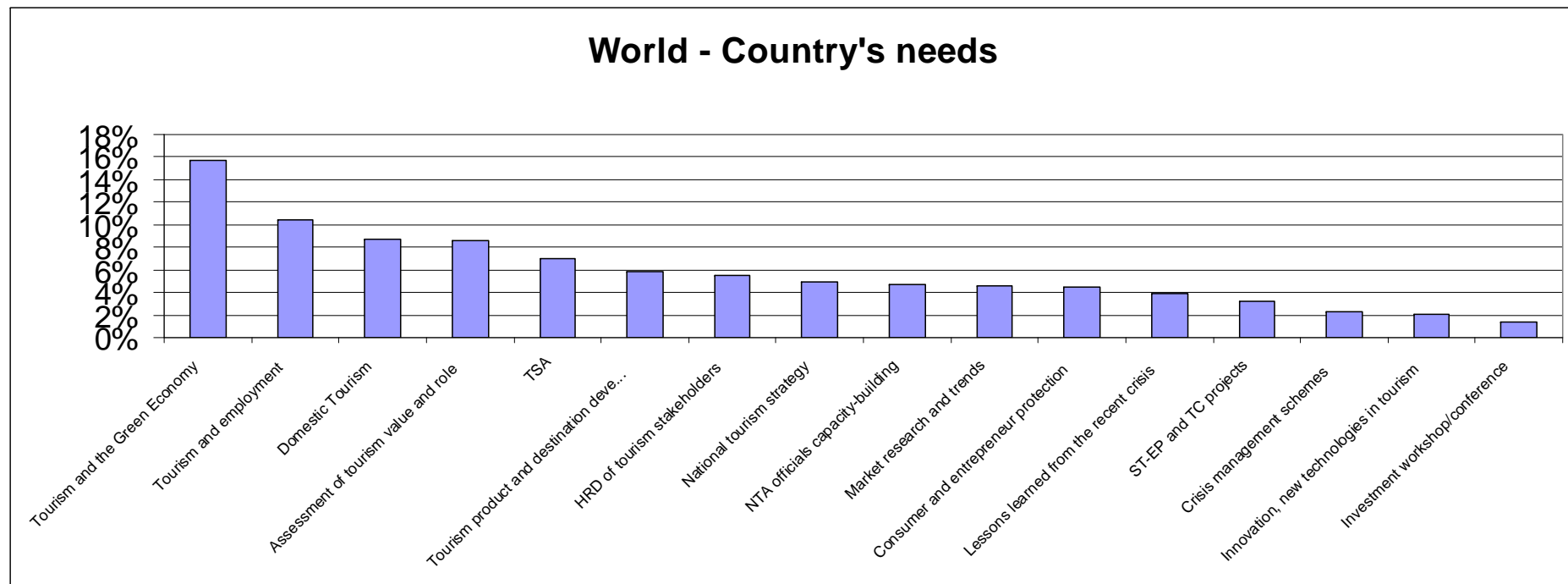
B. Regional and sub-regional issues

Question 7: Country's needs

Given the mandate of UNWTO and in the framework of the global strategic issues addressed above; how would you prioritise your country's needs to be responded to by UNWTO?

Needs expressed by Members are very diverse. Several classified the six strategic issues addressed in the survey.

The following graph summarises the main aggregated country needs for all respondents:



Note: if aggregated, results obtained for "Assessment of tourism value" and TSA would become the first priority.

Question 8: Partnerships

Would you like to see UNWTO more involved in working with representatives of private tourism companies and local destinations? Please provide specific examples and potential partners in your country.

This proposal was more widely accepted by Members in Asia (86%), the Americas (85%), Africa (79%) and Middle East (75%), than it was in Europe (66%); especially in Western Europe (50%). Several members expressed concerns regarding a direct intervention of UNWTO Secretariat with local destinations and recommended the mediation/coordination of national administrations.

Requested types of activity are as follows:

- a. supporting awareness-raising initiatives for private tourism stakeholders in CSR
- b. sharing best practices, and
- c. providing training and capacity-building programmes

Members have suggested that UNWTO focus on or consider the following cross-cutting issues:

The Affiliate Members' specific role; working with training and education institutions, with tourism associations (guides, tour operators, hotels, transport, travel agents, bars, restaurants) as well as with NGOs; relevance of new technologies; public-private, as well as national-local, synergies for resource optimisation; facilitation of sub-national and local PPP schemes for product development, marketing and promotion; PPP to be developed also through major organizations like APEC, WTTC, etc.; bottom-up mechanisms in order to transmit the information from small tourism businesses and local DMOs up to national policy makers.

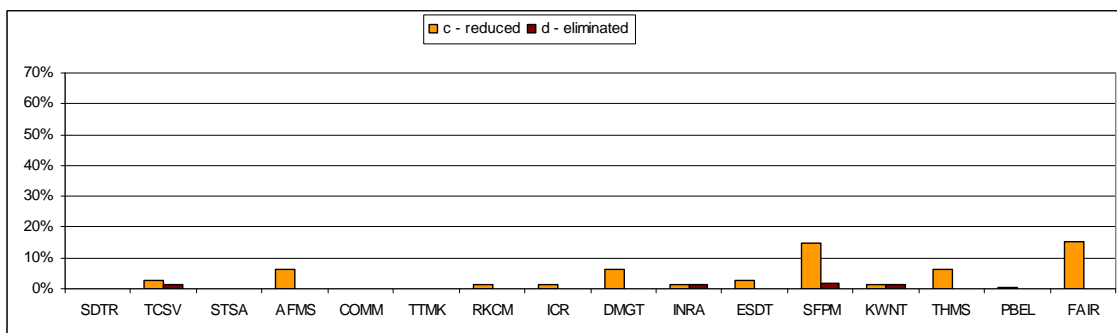
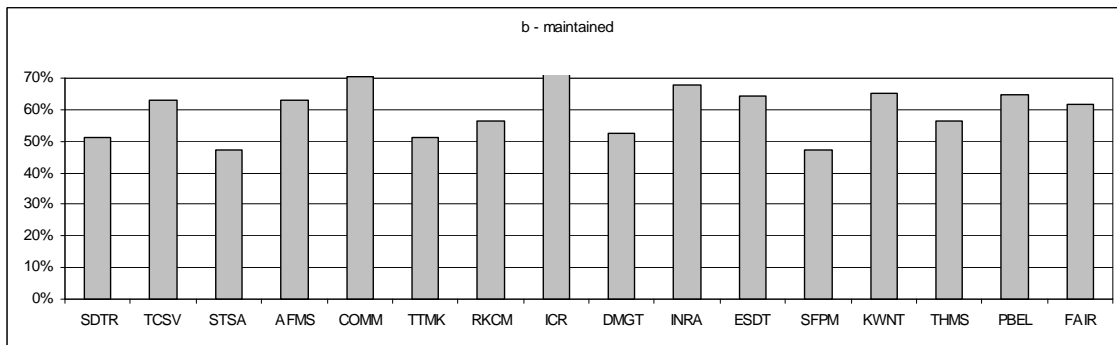
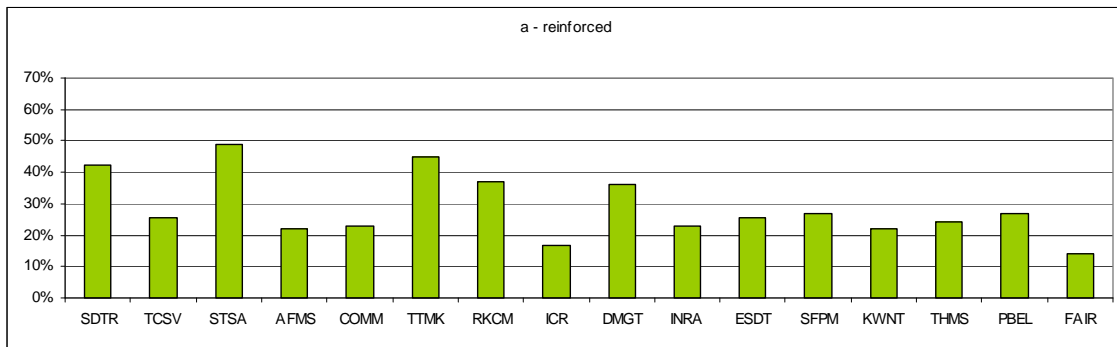
Regarding the concerns expressed by some members in regards to possible work of the Secretariat at a local level, UNWTO should elaborate, in collaboration with national administrations, a clear strategy defining the technical issues to be directly dealt with DMOs. This will also clear doubts regarding the fact that working at a local level does contribute to UNWTO's worldwide agenda, as far as specific technical issues are concerned.

C. Thematic Issues

In the third part of the questionnaire, Each Member State was asked to indicate whether each programme should be:

- a. reinforced or enlarged
- b. maintained
- c. reduced
- d. eliminated

Replies were as follows:



Legend:

Sustainable Development of Tourism	SDTR
Technical Cooperation and Services	TCSV
Statistics and Tourism Satellite Account	STSA
Affiliate Members	AFMS
Communications	COMM
Tourism Trends and Marketing Strategies	TTMK
Risk and Crisis Management	RKCM
Institutional and Corporate Relations	ICR
Destination Management	DMGT
Information Resources and Archives	INRA
Ethics and Social Dimension of Tourism	ESDT
Special Field Program	SFPM
Knowledge Network	KWNT
Themis	THMS
Publications and e-Library	PBEL
Fairs	FAIR

This information and the comments expressed in part C of the survey will be used by the Secretariat to improve its structure with the aim to optimizing resources and adequately responding to Members' needs.

Annex: Names and titles of the principal officials, services and partners (public or private) involved in the preparation of the replies

Africa	
Burkina Faso	BURKINA FASO Ministère de la Culture, du Tourisme et de la Communication BALIMA Rosalie: Directrice Générale du Tourisme ITINI Jules: Directeur des Etudes, des Investissements et de la Stistique HEMA Aziz Tély: Directeur des Normes et de la Qualité
Cameroon	
Cape Verde	1. Mme. RIBEIRO, Filomena - – Conseillère de Madame le Ministre du Tourisme, Industrie et Energie ; 2. Mr. PIRES FERREIRA, Carlos– Directeur Générale du Tourisme ; 3. Mmes. RAMOS, Virna et GOMES, Dália – Direction Générale du Tourisme; 4.Mr. LIMA Carlos – Chef du Projet École Hotelière et Touristique du Cap Vert (EHTCV) ;
Central African Republic	1. M. Abel POUBANGUI, Inspecteur Central en matière de Tourisme et de l'Hôtellerie, Directeur de Cabinet du Ministre par Intérim. 2. M. Jacques Désiré MBOLIGASSIE, Directeur chargé du Secrétariat Commun au cabinet du Ministre
Congo	Les membres du Conseil de cabinet du Ministre de l'Industrie touristique du Congo (Brazzaville)
Gabon	Madame Stella AGADJI AYELE , Conseiller du Ministre chargée de l'OMT et des relations extérieures; - Madame Mirielle MOUNDAKOU MAPICKA, Conseiller juridique du Ministre; - Monsieur Vincent Magloire NKAPSEU MIHINDOU, Directeur des Etudes et de la Réglementation (Direction Générale du Tourisme) ; - Monsieur Hugues Alban ATOMO ABESOLO, Chargé d'études au Cabinet du Ministre.
Morocco	Mme Hynd CHKILI Secrétaire Générale Département du Tourisme Marocain
Nigeria	Mr. J. O. Odekina, Director Tourism Mr. A. G. Ibitoye, Deputy-Director Mr. A.M. Abana, Assistant Chief Tourism Officer Dr. Olusa Makandjula (Phd), Assistant Director (NTA) Mr. Michael Adekoye, Principal Research Officer
South Africa	1. Ms Sindiswa Nhlumayo - Deputy Director General (Tourism Development Branch) 2. Ms Leonore Beukes - Chief Director: Product & Enterprise Development (Tourism Development Branch) 3. Ms Beula Mosupye· Chief Director: Sector Transformation (Tourism Development Branch)
Togo	1. T'faraba ATARA, Secrétaire Général ; 2. Bayi A. AKOLLY, Directrice de la Planification et de la Statistique ;
Tunisia	1. Habib Ammar, Directeur Général de l'Office National du Tourisme Tunisien 2. Nébiha Boussetta, Chargée des Etudes et des Statistiques
Americas	
Argentina	Directora de Relaciones Internacionales e Institucionales Ministerio de Turismo de la Nacion de Argentina. Lic Maya Gonzalez Bender Director Nacional de Calidad Turistica . Ministerio de Turismo de la Nacion . Argentina Dro Gonzalo Casanova Ferro Subsecretaria de Desarrollo Turistico Direccion de Estadísticas
Bahamas	David Johnson - Director General Gary Young - Sr. Director Research and Statistics Earlston McPhee - Director - Sustainable Tourism Planning
Bolivia	1.Victor Hugo Ferrel, Director General de Control de Control a la Actividad Turística 2.Hernan Alfaro, Responsables de Estadísticas 3.Stephanie Bellot, Consultora Cuenta Satélite de Turismo
Brazil	1. Mário Augusto Lopes Moysés, Vice Minister.

	2. José Augusto Falcão, Director of the Department of Planning and Evaluation of Tourism. 3. Patric Krahl, Director of the Department of International Relations.
Colombia	Dr. Oscar Rueda García. Viceministro de Turismo de Colombia Luis Antonio Sarmiento. Coordinador Grupo de Calidad, Seguridad y Cooperación Internacional, Viceinisterio de Turismo de Colombia
Ecuador	Cristina Borja Directora de Proyectos e Inversiones Paola Díaz Coordinadora Cooperación Internacional Silvia Ponce Dirección de Planificación Institucional Fernanda Andrade Dirección Planificación Sectorial y Seguridad Turística Emilio Cherres Dirección Planificación Sectorial y Seguridad Turística Pamela Villamarín Directora de Comunicación Social Carlos Guzmán Director de Inteligencia de Mercados (E) Catalina Mora Dirección de Inteligencia de Mercados Vanesa Encalada Dirección de Promoción Liliam Figueroa Directora de Desarrollo y Facilitación Turística (E) Mónica Burbano Directora de Desarrollo y Facilitación Turística (E) Renato Cevallos Directora de Desarrollo y Facilitación Turística Guadalupe Hidalgo Dirección Administrativa - Biblioteca
El Salvador	1. Lic. Walter Aleman, Vice Ministro de Turismo de El Salvador, 2. Lic. Wendy Escobar, Directora de Planificación y Política Sectorial del Ministerio de Turismo de El Salvador.
Mexico	1. Coordinación de Asesores de la Secretaria de Turismo de los Estados Unidos Mexicanos (México). 2. Subsecretaría de operación Turística de la Secretaría de Turismo 3. Consejo de Promoción Turística de México, S.A. de C.V.
Nicaragua	1. Arq. Mario Salinas – Ministro de Turismo de Nicaragua. 2. Karina Ramírez S. – Resp. Inteligencia de Mercados – Dirección de Promoción y Mercadeo 3. Bayola Pallais – Directora de Planificación 4. Aurora Acuña – Directora de Seguridad y Calidad Turística 5. Raquel Quezada – Resp. De Gestión Ambiental.
Paraguay	1. Benjamin Chamorro, Director General de Gestión Turística de la SENATUR 2. Delia Benítez, Directora de Planificación y Desarrollo Turístico 3. Doris Penoni, Directora de Marketing 4. Isis de Gómez, Directora de Patrimonio y Prestaciones Turísticas 5. Carmen Silva, Directora de Registro y Calidad Turística
Peru	María M. Seminario Marón - Viceministra de Turismo
Uruguay	Dr. Hector Lescano Ministro de Turismo y Deporte Sra Liliam Kechichian - Subsecretaria de Turismo y Deporte Sr. Benjamín Liberoff - Asesor Ministerial
Venezuela	1. José Silva Director General de Estadísticas Turísticas Ministerio del Poder Popular para el Turismo República Bolivariana de Venezuela 2. Miguelangel Liendo Delgado Director General de la Oficina Estratégica de Seguimiento y Evaluación de Políticas Públicas Ministerio del Poder Popular para el Turismo República Bolivariana de Venezuela
Asia and the Pacific	
East Asia and the Pacific	
Australia	Helen Cox, General Manager, Market Competitiveness Branch, Dept of Resources, Energy and Tourism, Australian Government
China	Mrs. WANG Yan, Deputy Director-General of Marketing & International Cooperation Dept. of China National Tourism Administration
Indonesia	Mrs. Ni Wayan Giri Adnyani Director for International Relations Bureau Ministry of Culture and Tourism, Republic of Indonesia

	Telp. +62 21 3838559, 3838552 Fax +62 21 3451883 Email : adnyani@gmail.com
Japan	Japan Tourism Agency, Ms. Ryoko OKADA (okada-r55en@mliit.go.jp), Mr. Kiyotaka SAISHO (saisho-k2uj@mliit.go.jp)
Malaysia	1. H.E. Dato' Dr. Ong Hong Peng, Secretary General, Ministry of Tourism, Malaysia 2. H.E. Datuk Hj. Abdul Ghaffar A. Tambi, Deputy Secretary General (Tourism), Ministry of Tourism, Malaysia 3. Ms. Christiana Tharsis, Undersecretary, Policy, Planning and International Affairs Division 4. Ms. Azilina Azni Zainal Abidin, Deputy Director, Research Division, Tourism Malaysia
Philippines	1. Rolando Cañizal, Director, Office of Tourism Planning, Research and Information Management, Department of Tourism 2. Alex M. Macatuno, Acting Chief, International Relations Division, Office of Tourism Planning, Research and Information Management, Department of Tourism
Republic of Korea	Hyeri HAN, Assistant Director, International Tourism Division, Ministry of Culture, Sports and Tourism of the Republic of Korea
South Asia	
Bangladesh	Kali Ranjan Barman Director (Planning) Bangladesh Parjatan Corporation 83-88 Mohakhali C/A Dhaka-1212. Ph. 008-02-8853385
Bhutan	Kinley Wangdi Senior Tourism Officer Tourism Council of Bhutan Bhutan
India	Shri Sanjay Kothari, Additional Secretary, Ministry of Tourism, Government of India, New Delhi.
Europe	
Albania	1. Tourism Directorate , MoTCYS (Ministry of Tourism Culture, Youth and Sports) 2. National Tourism Agency
Armenia	1. Mr. Mekhak APRESYAN, Head of Tourism Department, Ministry of Economy, Republic of Armenia 2. Mr. Artur LALAYAN, Head of Division of Analysis and Administrative Statistics, Department of Tourism, Ministry of Economy, Republic of Armenia 3. Ms. Sona HOVHANNISYAN, Senior Specialist, Division of Analysis and Administrative Statistics, Department of Tourism, Ministry of Economy, Republic of Armenia.
Austria	Federal Ministry of Economy, Family and Youth, Department of Tourism and Historic Objects, experts of various divisions under final authority of Mrs. Angelika Liedler-Janoschik
Azerbaijan	Ministry of Culture and Tourism Azerbaijan Tourism Association
Bosnia and Herzegovina	Ministry of Foreign Trade and Economic Relations BiH 1. Brankica Pandurevic, Head of Tourism Department (coordinated activities in the preparation of the replies to this survey), Ministry of Trade and Tourism Republic of Srpska 2. Dunja Pejic, Head of the Hotel and Restaurant Industry Section (prepared answers) 3. Bojan Raskovic, Senior Adviser in Tourism Section (prepared answers)
Bulgaria	1. Mr. Ivo Marinov, Deputy Minister of Economy, Energy and Tourism in Bulgaria; 2. Mr. Hristomir Hristov, „Tourism Policy” Directorate, Ministry of Economy, Energy and Tourism in Bulgaria
Croatia	1. Croatian Association of Travel Agencies 2. Croatian Association of Employers in Tourism (5 hotels responded) 3. Croatian Chamber of Economy, Tourism Sector 4. Croatian National Tourist Board (Main Office)- Affiliate Member 5. Tourist Board of the Istria County- Affiliate Member 6. Tourist Board of Mali Losinj - Affiliate Member 7. Graduate School of Economic and Business (Tourism Department) – Affiliate Member 8. Ministry of Tourism: Mr. Želimir Kramaric, Director of Directorate for Travel Market, Tourism Policy and International

	<p style="text-align: center;">Cooperation</p> <p style="text-align: center;">Ms Blanka Belosevic, Head of department for International Cooperation, Permanent Representative of Croatia to UNWTO</p>
Czech Republic	<ol style="list-style-type: none"> 1. Jitka Fatková, Director of Tourism Department 2. Radek Chaloupka, Head of Tourism Integration and Competitiveness Unit 3. Denisa Proňková, Tourism Department 4. Jiří Voves, Tourism Department
France	<ol style="list-style-type: none"> 1. Jacques Augustin, sous-directeur du Tourisme 2. Danièle Küss, responsable du secteur international, sous-direction du tourisme 3. Olivier Lacoste, chef du bureau « compétitivité et développement des activités touristiques »
Georgia	Mr. Beka Jakeli, Deputy Chairman of Georgian National Tourism Agency, Ministry of Economy and Sustainable Development of Georgia
Germany	Dr. Norbert Schultes, Head of Tourism Policy Division Dr. Gisela Schleife, Deputy Head of Tourism Policy Division Federal Ministry of Economics and Technology, Berlin, GERMANY
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