

2017  
INTERNATIONAL YEAR  
OF SUSTAINABLE TOURISM  
FOR DEVELOPMENT



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# 2016

## ANNUAL REPORT

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WORLD TOURISM ORGANIZATION



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# 2016

ANNUAL REPORT

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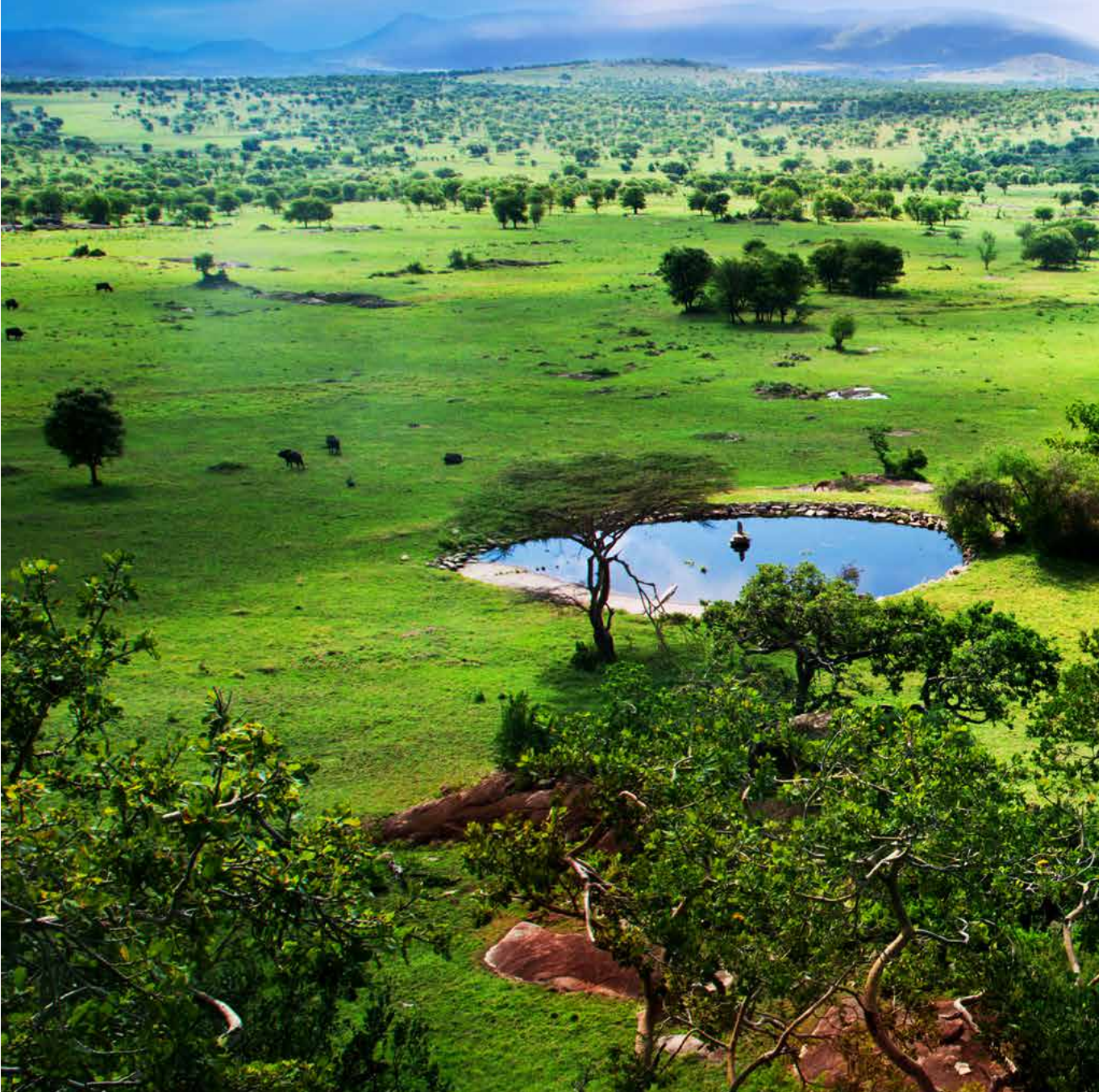
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# INTRODUCTION



## Tourism and the Sustainable Development Goals (SDGs)

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2016 was a momentous year for tourism. International tourist arrivals continued their upward trajectory in their seventh straight year of above-average growth despite many challenges, reaching 1.2 billion. A comparable sequence of uninterrupted solid growth has not been recorded since the 1960s.

With growth comes responsibility and the tourism sector can and is firmly committed to play its part in the new Sustainable Development Agenda.

In 2015, world leaders agreed on a new agenda to guide us towards 2030 - the Sustainable Development Goals (SDGs), officially known as Transforming our world: the 2030 Agenda for Sustainable Development – and sealed a climate deal in Paris.

Tourism is included in three of the 17 universal Goals: Goal 8 on decent work and economic growth; Goal 12 on responsible consumption and production and Goal 14 on life below water. Yet its cross-cutting nature makes it an effective tool to contribute to all 17 Goals. Tourism can foster gender equality (Goal 5), help build sustainable cities and communities (Goal 11) and end poverty (Goal 1). In so doing, it can increase its contribution to an overarching aim of the SDGs and of the United Nations: enhancing social progress, peace and human rights.

Also in late 2015, the United Nations General Assembly declared 2017 as the International Year of Sustainable Tourism for Development in a clear recognition of tourism's contribution to the development agenda and to raise awareness of the potential of the sector to lead economic growth, social inclusion and cultural and environmental preservation.

Many of UNWTO's activities throughout 2016 have prepared us well for the celebrations to come in 2017; celebrations of tourism's potential to usher in a better future for people and planet.

With this potential recognized at the highest political level, our sector has greater responsibility than ever to ensure that it is seized. Many challenges remain before us. The signing in 2015 of the Paris Agreement, which entered into force on 4 November 2016, underlined the continued threat of climate change and the need to reduce tourism's contribution to global emissions. Our sector continues to show resilience in

the face of external shocks, but safety and security threats endure, undermining its potential as a force for good and reinforcing the need to promote a safe, secure and seamless travel experience. These challenges, along with technological changes, must be responded to by all tourism stakeholders.

Above all, however, tourism is a sector of hope. With its manifold socio-economic benefits and broad influence on a diverse range of sectors, tourism is a valuable part of global solutions to these global challenges and can be even more so. With more than 1.2 billion international tourists today and 1.8 billion predicted by 2030, the sector keeps on providing opportunities for each traveller and everyone involved in tourism to contribute to a more responsible, sustainable and inclusive future for all.

UNWTO continues to work with the utmost conviction that tourism is fundamental to shepherding us into such a future. I trust that the following report will serve as a useful snapshot of the progress we and our partners are making in this regard.

As the world comes together to implement the 2030 Agenda for Sustainable Development, the exponential growth of our sector provides tremendous hope that our sector will remain one that has a truly positive change in the world. It should inspire us all to act, together, to make this world a better place.

**Taleb Rifai**  
Secretary-General, World Tourism Organization (UNWTO)



# Tourism and the SDGs

In late 2015, world leaders agreed upon 17 Sustainable Development Goals (SDGs) to guide our development until 2030. Tourism is committed to do its part in this common endeavour.

It is included as a target in three out of the 17 SDGs:

**Under Goal 8, ‘Decent Work and Economic Growth’, target 8.9:**

By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products;

**Under Goal 12.b, ‘Responsible Consumption and Production’, target 12.b:**

Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products; and

**Under Goal 14.7, ‘Life Below Water’, target 14.7:**

By 2030, increase the economic benefits to Small Island Developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism.

**Yet, tourism, a sector accounting for 10% of world GDP, 7% of global trade and one in 10 jobs, can contribute to all 17 Goals.**

Throughout this report the SDG icons appear to illustrate the contribution of our work, and the potential contribution of the tourism sector, to one or more of the 17 universal SDGs.



# International Year of Sustainable Tourism for Development

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In December 2015, the United Nations General Assembly declared 2017 as the International Year of Sustainable Tourism for Development.

This is a unique opportunity to devote a year to activities that promote the transformational power of tourism to help us reach a better future.

This important celebration comes 50 years after the International Tourist Year on Tourism - Passport to Peace (1967) and fifteen years after the International Year of Ecotourism (2002).

And it comes at a critical moment for all of us, as the global community works at regional, national and local level, to contribute to achieving the 2030 Agenda for Sustainable Development and its SDGs.

As the specialized Agency of the United Nations for Tourism, the World Tourism Organization (UNWTO) is mandated to lead the celebrations of the International Year of Sustainable Tourism for Development.

Our main objectives are:

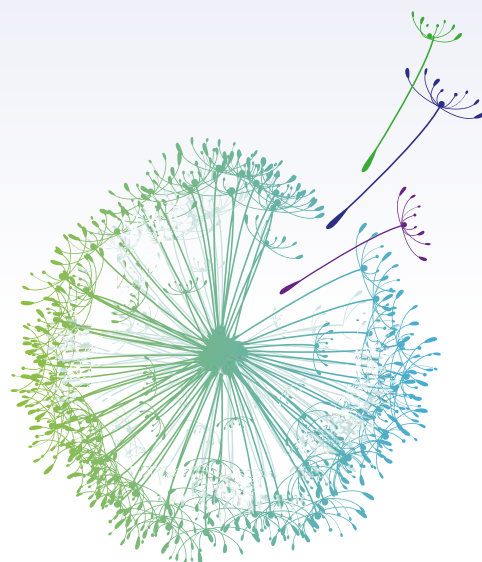
- Raise awareness on the contribution of sustainable tourism to development;
- Work with stakeholders to make the sector a catalyst for positive change; and
- Foster change in policies, business practices and consumer behaviour in tourism.

The International Year shall explore and highlight tourism's role in the following five key areas:

1. Inclusive and sustainable economic growth
2. Social inclusiveness, employment and poverty reduction
3. Resource efficiency, environmental protection and climate change
4. Cultural values, diversity and heritage
5. Mutual understanding, peace and security

The International Year is a celebration for each and every one of us: those who work and have interest in the sector, but also those who travel simply to discover, to experience and live a world beyond their common boundaries.

We invite you to join us in celebrating the International Year of Sustainable Tourism for Development 2017.



**2017**  
**INTERNATIONAL YEAR  
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FOR DEVELOPMENT**



# UNWTO in 2016

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## January

- UNWTO releases its Visa Openness Report for 2015, which sees the share of tourists requiring a traditional visa prior to travelling decline to a record low of 61%.
- UNWTO Awards Ceremony takes place in Madrid, Spain.
- Investour, the annual Forum for Africa takes place at FITUR, Madrid.

## March

- UNWTO and the Government of Andorra host the 9th World Congress on Snow and Mountain Tourism.
- At the ITB Berlin 2016 tourism fair, UNWTO convenes meetings of Silk Road tourism ministers and the World Tourism Network on Child Protection.
- UNWTO and the Republic of Korea host a four-day Asia and the Pacific training programme for public sector executives in tourism policy and strategy in Seoul.

## April

- Concurrent with the Sustainable Tourism Conference of the 10YFP, the UNWTO Regional Commission for Africa meets in Abidjan, Côte d'Ivoire.
- The 2nd UNWTO World Forum on Gastronomy Tourism is held in Lima, Peru.

## May

- The UNWTO Regional Commission for the Americas meets in Havana, Cuba, where discussions focus on tourism and culture.
- UNWTO publishes its results for exports from international tourism in 2015, recording 3.6% growth.
- Malaga welcomes some 300 representatives from 50 countries for the UNWTO Executive Council, which discusses the Organization's programme of work and the agenda for the International Year of Sustainable Tourism for Development 2017.
- UNWTO and the Government of China host the First World Conference on Tourism for Development, the first high-level meeting on how tourism can contribute to the 17 universal SDGs, particularly in fighting poverty and building peace. On the occasion, China hosts the T20 Ministers Meeting, the gathering of G20 Tourism Ministers.
- Discussing digitalization and new business models, the UNWTO Regional Commission for Europe meets in Vilnius, Lithuania.

## June

- A joint meeting in Japan of the UNWTO Regional Commissions for East Asia and the Pacific and South Asia addresses the impact of new technologies on the tourism sector.



## July

- UNWTO and the Government of Sri Lanka host a conference in Passikudah on tourism as a catalyst for development, peace and reconciliation and five Sri Lankan companies commit to the UNWTO Code of Ethics for Tourism.
- UNWTO and partners launch an e-toolkit to help EU hotels greatly reduce their energy consumption, as part of the nearly-Zero Energy Hotels (neZEH) project.

## September

- The 1st UNWTO Global Conference on Wine Tourism is held in the Kakheti wine region of Georgia.
- Indonesia joins the UNWTO International Network of Sustainable Tourism Observatories (INSTO) with the opening of three observatories.
- 13 Spanish companies commit to developing social responsibility practices that advance sustainable tourism under a UNWTO/Global Compact Network Spain joint initiative.
- UNWTO marks World Tourism Day 2016 under the theme 'Tourism for all: Promoting Universal Accessibility', with an official celebration in Bangkok and others around the world.

## October

- Armenia hosts the 38th Plenary Session of the UNWTO Affiliate Members in Yerevan.
- UNWTO, the Government of Mongolia and the World Cities Scientific Development Alliance organize the International Silk Road Conference on Nomadic Tourism and Sustainable Cities in Ulaanbaatar.
- The 10th UNWTO/Pacific Asia Travel Association Forum on Tourism Trends and Outlook is held in Guilin, China.

- The Croatian Sustainable Tourism Observatory becomes a member of INSTO.
- The UNWTO Executive Council meets in Luxor, Egypt, in conjunction with the 5th Global Summit on City Tourism.

## November

- At London's World Travel Market, UNWTO, the Government of Lebanon and the Council of Europe launch the Phoenicians' Route Cultural Tourism Programme, and UNWTO convenes tourism ministers and private sector tourism leaders to discuss safe and seamless travel.
- At the sidelines of the 22nd Session of the UNFCCC Conference of Parties (COP22), African tourism ministers adopt the African Charter on Sustainable and Responsible Tourism.
- In Khartoum, Sudan, UNWTO and the UNWTO. Themis Foundation hold a three-day regional executive training on crisis communication in tourism.
- UNWTO and the Government of Bulgaria organize the International Congress on World Civilizations and Creative Tourism in Sofia.

## December

- The Blue Community Observatory, hosted by the University of South Florida's Patel College of Global Sustainability, becomes a member of INSTO.
- The UN General Assembly adopts resolution A/71/467: on "Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection".

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# TOURISM IN NUMBERS

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1,235 million

46 million

7 years

300 million

2016 proved to be another excellent year for international tourism despite many challenges. International tourist arrivals grew for the seventh consecutive year to reach 1.2 billion, a sequence of uninterrupted growth not recorded since the 1960s. The strongest growth was recorded in the Africa and Asia and the Pacific regions.

International tourist arrivals reached 1,235 million in 2016.

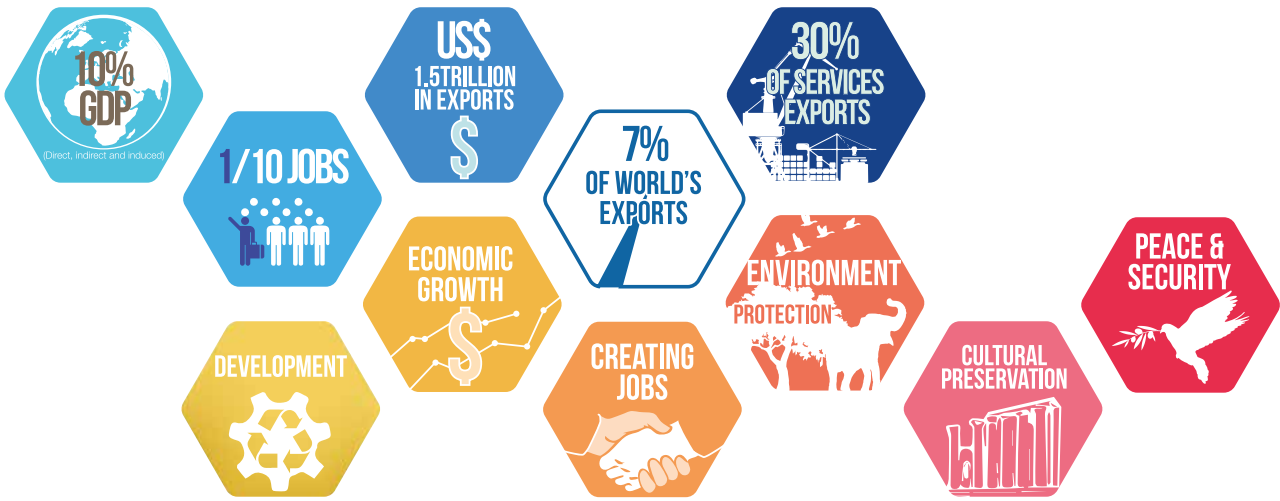
2016 saw growth in international arrivals of some 46 million, or 4%, over 2015.

Tourism has grown above average, at around 4% per year, for seven straight years.

300 million more people travelled internationally for tourism between 2008 and 2016.

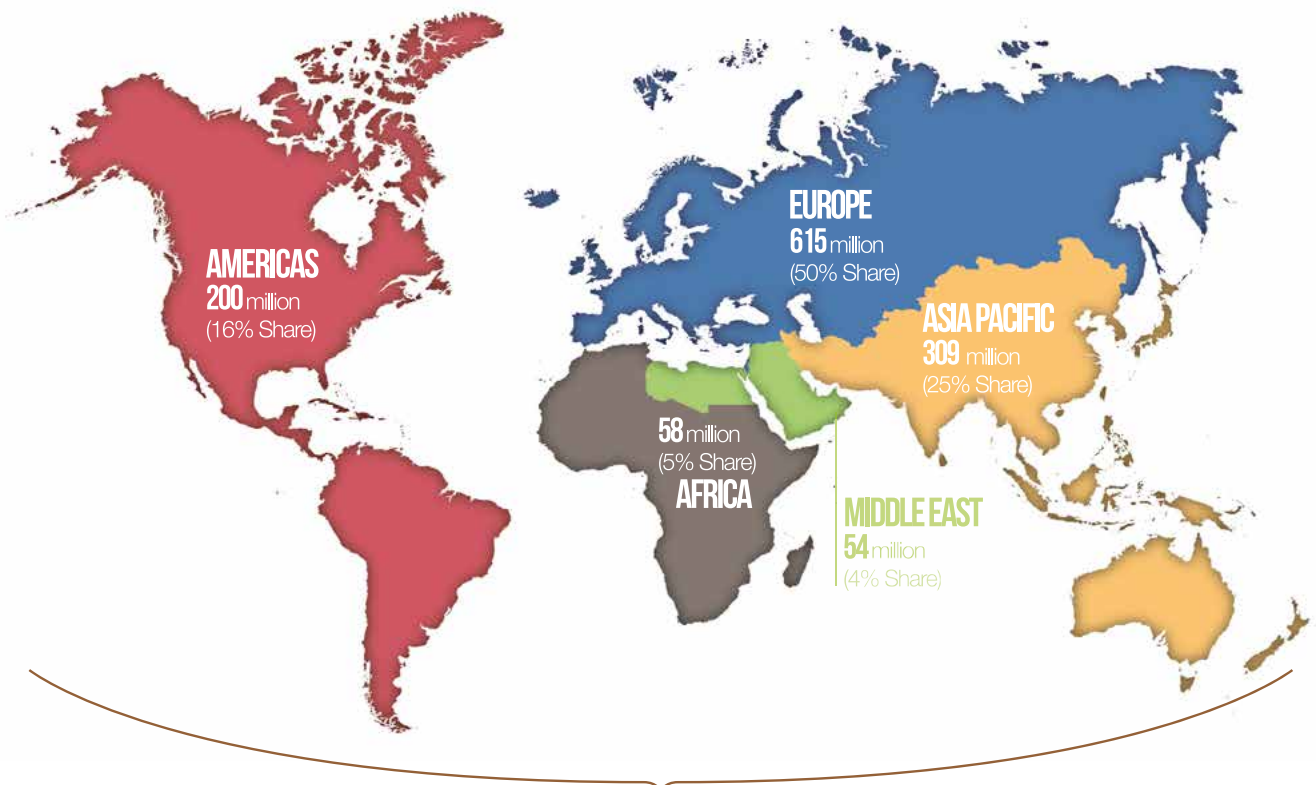
Growth in advanced economy destinations (+5%) exceeded that of emerging economies (+2%) in 2016.

## WHY TOURISM MATTERS



## TOURISM IS MUCH MORE THAN YOU IMAGINE

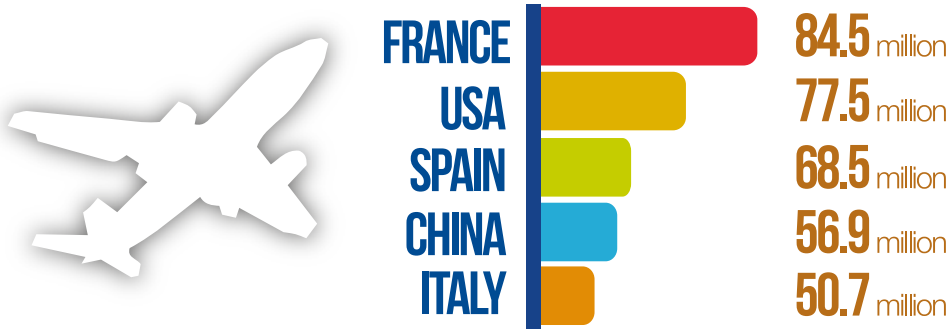
# INTERNATIONAL TOURIST ARRIVALS 2016



**WORLD: 1,235 MILLION**

# WORLD'S TOP TOURIST DESTINATIONS

INTERNATIONAL TOURIST ARRIVALS 2015



# WORLD'S TOP TOURISM SPENDERS

INTERNATIONAL TOURISM EXPENDITURE 2016



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# TOURISM IN THE GLOBAL AGENDA

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UNWTO continued its work to position tourism higher in global and national agendas in 2016. This work strengthened recognition of the sector as a central contributor to socioeconomic progress and of the need for adequate policies for it to prosper further. Particular focus was given to the issue of safe and seamless travel.

## UNWTO priorities

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Tourism continues to be one of the best positioned economic sectors to drive inclusive socioeconomic growth, provide sustainable livelihoods, foster peace and understanding and help to protect our environment.

However, the sector is facing several major challenges:

- Safety and security concerns and the temptation to build new barriers to travel;
- The technological revolution; and
- Charting a course toward sustainable development.

Considering these global trends and challenges impacting the tourism sector and the 2030 Sustainable Development Agenda, UNWTO has defined the following three priorities, reiterated at the 103rd and 104th Executive Councils, held in Malaga, Spain in May and in Luxor, Egypt in October-November, respectively:

### 1. Promoting safe, seamless and friendly travel

### 2. Enhancing the role of technology and innovation in tourism

### 3. Embracing the sustainability agenda

These priorities have guided the work of the Organization during 2016.

## Open Letter on Travel and Tourism

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UNWTO and the World Travel and Tourism Council (WTTTC) have joined hands to present an Open Letter on Travel and Tourism to heads of state and government worldwide, highlighting the relevance of travel and tourism in facing today's global challenges. The Open Letter, which has so far been supported by 88 Heads of State and Government worldwide, calls upon leaders to recognize tourism as a sector that can grow the economy, generate jobs and help build a more sustainable and equitable future for all.

### Recipients in 2016

H.E. Antoni Martí, Prime Minister, Principality of Andorra

Rt. Hon. Freundel Stuart, Prime Minister, Barbados

H.E. Philemon Yang, Prime Minister  
and Head of Government, Republic of Cameroon

H.E. Alassane Dramane Ouattara, President,  
Republic of Cote d'Ivoire

H.E. Sherif Ismail Mohamed, Prime Minister,  
Arab Republic of Egypt

H.E. Miro Cerar, Prime Minister, Republic of Slovenia

H.E. Omar Hassan Ahmad al-Bashir, President,  
Republic of Sudan





# World Tourism Day 2016: Tourism for All – Promoting Universal Accessibility

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For the last quarter-century World Tourism Day, held annually on 27 September, has aimed to foster awareness of the importance of tourism and its social, cultural, political and economic impact.

World Tourism Day 2016 was dedicated to the theme of ‘Tourism for All – Promoting Universal Accessibility’. This year’s official celebrations were held in Bangkok, Thailand.

Reaching universal accessibility in tourism is a shared responsibility of all parties involved in the tourism value chain, as well as a business opportunity for companies and destinations.

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*“Everyone has the right to access leisure and tourism services on an equal basis. Yet 1 billion people around the world living with disability, along with young children, seniors and persons with other access requirements, still face obstacles in accessing fundamentals of travel such as clear and reliable information, efficient transportation and public services, and a physical environment that is easy to navigate. Even with modern technologies, those with visual, hearing, mobility or cognitive impairments are being left behind in many tourism destinations.”*

**Ban Ki-Moon,**  
United Nations Secretary-General 2007-2016

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*“We urge all countries and destinations, as well as all industry stakeholders, to promote accessibility for all in the physical environment, in transport systems, in public facilities and services and in information and communications channels.”*

**Taleb Rifai,**  
UNWTO Secretary-General

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*“As 1 billion people across the globe have some kind of disability, accessibility becomes and will continue to be a major concern for us all.”*

**Gen. Prayut Chan-o-Cha,**  
Prime Minister of Thailand

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World Tourism Day 2016. Tourism for all. Promoting Universal Accessibility. 27 September, Bangkok, Thailand.

Official World Tourism Day events in Bangkok included:

- A 'Tourism and the Media' workshop, held in cooperation with Chulalongkorn University, Bangkok
- A full-day conference of high-level roundtables and debates, where best practices and policy and regulatory frameworks were shared and explored
- Adoption of the Bangkok Declaration on Tourism for All, a document resulting from a consultation process involving governments, the private sector, civil society organizations and accessibility experts

The celebrations of World Tourism Day 2016 were held in collaboration with CNN, UNWTO media partner.



World Tourism Day 2016. Tourism for all. Promoting Universal Accessibility. 27 September, Bangkok, Thailand.

# UNWTO Awards

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A total of 12 projects from Africa, Asia, Europe and Latin America were selected as finalists for the **13th UNWTO Awards for Excellence and Innovation in Tourism**, from a total of 139 candidacies from 55 countries. The projects were presented at the UNWTO Awards Forum on 16 January 2017 and the winners in the four categories - public policy and governance, research and technology, enterprises and non-governmental organizations (NGOs) - were announced on 18 January 2017 at the International Tourism Fair of Spain (FITUR) in Madrid.

Additionally, UNWTO welcomed new Laureates of the **Lifetime Achievement Award** and **Ulysses Prize for Excellence in the Creation and Dissemination of Knowledge**. And for the first time, UNWTO and the World Committee on Tourism Ethics awarded a tourism enterprise with the **UNWTO Ethics Award** for promoting and implementing the principles of the Global Code of Ethics for Tourism.

## **UNWTO Lifetime Achievement Award**

Mr. and Mrs. Tony and Maureen Wheeler,  
founders of Lonely Planet

## **UNWTO Ulysses Prize for Excellence in the Creation and Dissemination of Knowledge**

Professor Geoffrey Wall, Department of Geography and Environmental Management, University of Waterloo, Canada

## **UNWTO Ethics Award**

ILUNION Hotels (Spain) for an innovative approach to accessibility, including hotels that provide environments, rooms, and technical aids which ensure universal accessibility for all, and for employing people with some form of disability for 40% of its direct and indirect workforce

## **UNWTO Award for Innovation in Public Policy and Governance**

Winner:

Strategies for development of sustainable tourism in Guanajuato, Guanajuato State Ministry of Tourism (Mexico)



13th UNWTO Awards. Madrid, Spain. 18 January 2017.

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First Runner-up:  
Social progress index in tourism destinations in Costa Rica,  
Instituto Costarricense de Turismo (Costa Rica)

Second Runners-up:  
Invat.Tur, Valencia Region Tourism Board (Spain)  
Innovative use of e-tourism - Egypt's strategy 2020, Advisory  
Council of the Tourism Ministry (Egypt)

#### **UNWTO Award for Innovation in Enterprises**

Winner:  
Adding color to lives, Carlson Rezidor Hotel Group (Belgium)

Runner-up:  
Ecobnb: The community of sustainable tourism, Ecobnb (Italy)

#### **UNWTO Award for Innovation in Non-Governmental Organizations**

Winner:  
Govardhan Eco Village - Eco tourism as a catalyst for rural  
development, Govardhan Eco Village (India)

First Runner-up:  
Culture heritage: Tools for sustainability of a World Heritage  
Site, Petra National Trust (Jordan)

Second Runner-up:  
A sustainable tourism supply chain, Fundación Tropicalia  
(Dominican Republic)

#### **UNWTO Award for Innovation in Research and Technology**

Winner:  
Carmacal carbon calculator for travel packages, Dutch  
Association of Travel Agents and Tour Operators (The  
Netherlands)

First Runner-up:  
Tourism 4.0, Turismo de Portugal IP (Portugal)

Second Runner-up:  
Encyclopedia of tourism, Ulysses Foundation (Spain)



13th UNWTO Awards. Madrid, Spain. 18 January 2017.

# Safe, secure and seamless travel

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UNWTO hosted, and participated in, several events in 2016 dedicated to exploring and improving the relationship between tourism and security. Throughout the year, the Organization has promoted efforts by all stakeholders to make travelling more safe and secure, but at the same time more seamless and friendly.

## **High-Level Meeting on Tourism and Security**

Madrid, Spain, 22 January

Tourism ministers and high-level officials from 86 countries gathered in Madrid to discuss developing closer collaboration between tourism and security administrations to ensure a safe, secure and seamless travel framework. Participants called for the integration of tourism into international and national emergency systems, and highlighted the role of public-private sector cooperation in achieving this, as well as the importance of strong communications and media partnerships.

## **United Nations Global Counter-Terrorism Strategy**

New York City, NY, United States, 1 July

UNWTO participated in the UN General Assembly's Fifth Review of the United Nations Global Counter-Terrorism Strategy, which culminated in a resolution to intensify efforts to work swiftly, collectively and effectively in rooting out terrorism through strengthening coordinated actions and bilateral cooperation among UN Member States, among UN entities, and between UN entities and donors and recipients of efforts to build counter-terrorism capacity.

## **UNWTO Regional Executive Training Course on Crisis Communication in Tourism**

Khartoum, Sudan, 15-17 November

In recent years some of the main obstacles facing tourism development in Africa have been perception issues, and in particular the generalization of crises – mistaking the impact of a crisis in a specific location for an impact on an entire country, region or, in the case of the Ebola outbreak of 2014, the whole of Africa.

To address this, UNWTO and the UNWTO.Themis Foundation organized a three-day training workshop on crisis communication for public tourism authority employees in Africa to increase their capacities for crisis communication preparedness and management, and to exchange experiences in managing crises. These skills are key to building resilience in Africa as they allow destinations to minimize the impact of crisis situations on the tourism sector and thus on its socio-economic benefits.

In addition to more effective crisis communication, three key action areas to improve crisis preparedness were outlined:

- the integration of tourism in national, regional and global emergency systems;
- effective communication and coordination between all stakeholders and all stages of a crisis; and
- issuing more accurate travel advisories.

Participants were encouraged to use the dedicated UNWTO Toolbox for Crisis Communications, which aims to help in the three phases of any crisis - preparedness, management and recovery.





## Visa Openness Report 2016

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In 2016 UNWTO continued to analyse the progress made in visa facilitation and support destinations with evidence-based policy making. Due to the determined action of governments, the share of tourists requiring a visa to travel continues to decline and is at its lowest level ever.

### 58%

In 2016, 58% of the world population was required to obtain a traditional visa prior to departure, as temporary visitors, compared to 61% in 2015.

### 20%

In 2016 20% of the world's population could enter a destination without a visa (up from 18% in 2015)

### 15%

Another 15% could receive a visa on arrival

### 7%

7% could obtain eVisas (up from 6% in 2015).

All subregions either implemented alternative visa policies, such as eVisa or visa on arrival, or abolished traditional visas entirely for at least 17% of the world population in 2016. This development has never been matched before.

Emerging economies remain the drivers of increasing visa openness, while advanced economies have slightly decreased their overall openness. As a result, in terms of openness, the gap between these two groups increased even more between 2015 and 2016.

# UNWTO's partnerships

In 2016, UNWTO signed Memoranda of Understanding and Cooperation with many partners including, but not limited to:

**Council of Europe** – enhanced cooperation on cultural heritage and sustainable tourism development, and the framework of the Enlarged Partial Agreement on Cultural Routes (EPA), with the common objective of supporting their members to use cultural tourism as a vital source of social, economic and cultural development.

**Network of European Regions for Competitive and Sustainable Tourism (NECSTouR)** – joint activities emphasizing and strengthening the role that municipalities and regions play in the development of sustainable and competitive tourism in Europe.

**New Economic Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency** – support to the implementation of the NEPAD Tourism Action Plan as the core strategy of the African Union on tourism; cooperation on mainstreaming sustainable tourism in Africa given NEPAD's role in ensuring that regional integration mechanisms, such as visa facilitation, air access and transport, are effectively implemented.

**International Trade Centre (ITC)** – Supporting ITC's 'NTF III Myanmar: Inclusive Tourism focussing on Kayah State' project and efforts to showcase Myanmar's tourism potential and create and maintain jobs in Myanmar's tourism sector.

- EOI Business School
- European Commission
- Holy Land Christian Ecumenical Foundation
- Horwath Htl
- National Company Astana EXPO-2017
- Petra National Trust
- Shandong Development and Reform Commission
- Statistical, Economic and Social Research and Training Centre for Islamic Countries
- Sustainable Tourism Partnership Programme
- United Nations Conference on Trade and Development (UNCTAD)



High Level Meeting on Tourism and Security, Madrid 22 January 2016.

# Sustainable tourism as a driver of development and peace

## Beijing Declaration

Adopted:

21 May 2016, on the occasion of the 1st World Conference on Tourism for Development in Beijing, China.

Affirms:

tourism's ability to link sectors and mitigate climate change through promoting responsible practices, which include sustainable consumption and production, biodiversity conservation and environment protection.

## World Conference on Tourism for Development

Beijing, China, 18-21 May

Examples of measures suggested:

- a strong role for the private sector is essential for integrated tourism development that can contribute effectively to the SDGs, with effective resource management;
- understanding the impact of the sector on poverty levels requires better monitoring, measuring and communication;
- tourism investment should go towards education and youth to build more stable societies.

Also during the conference, Chinese Premier Li Keqiang offered three suggestions on how the tourism sector can promote peace and development:

- to boost world economic recovery by implementing international tourism cooperation plans;
- to strengthen south-north and south-south dialogue in tourism and push for the implementation of the 2030 Agenda for Sustainable Development;
- to highlight tourism's role in promoting the harmonious co-existence of people from all countries.

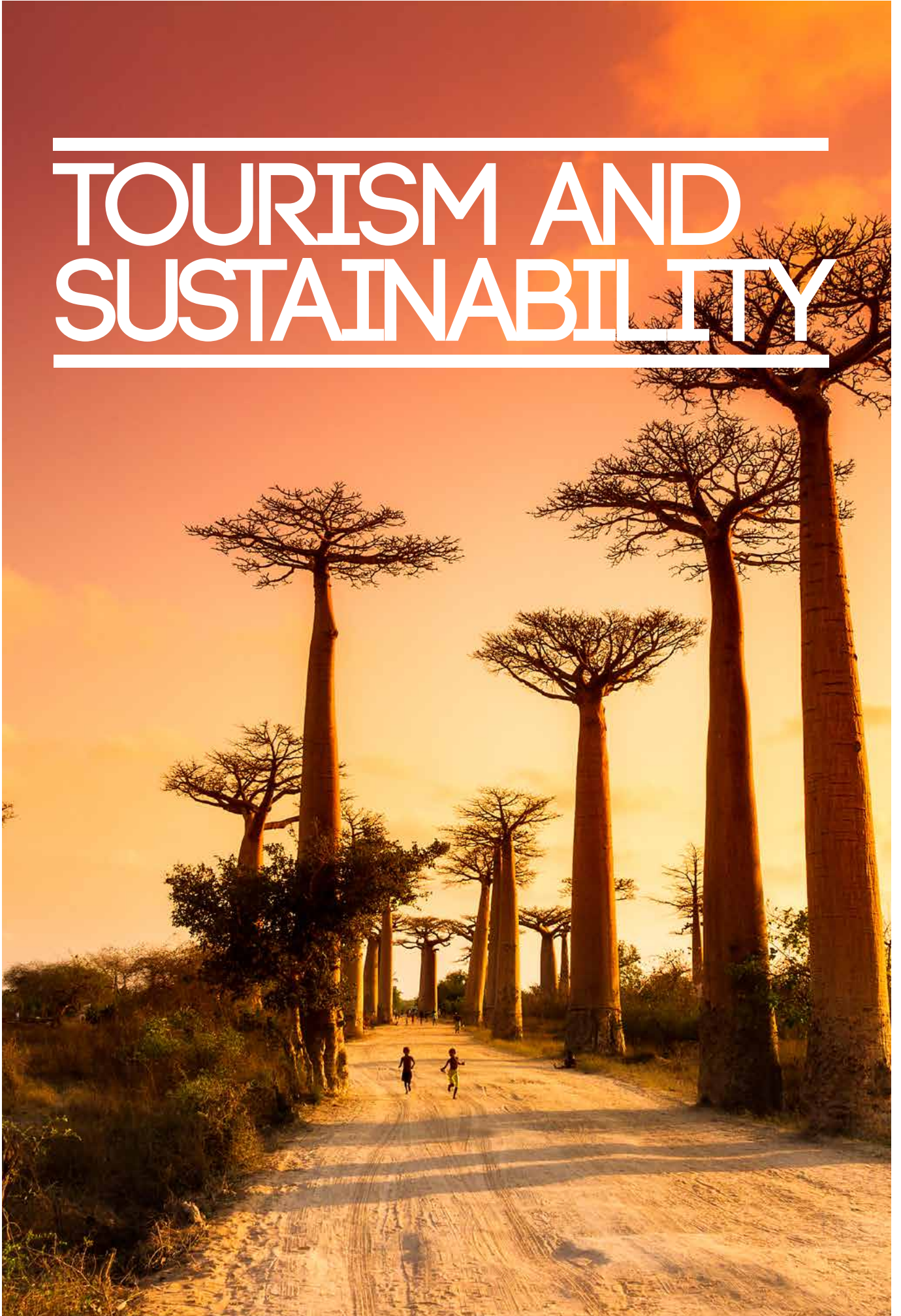




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# TOURISM AND SUSTAINABILITY

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UNWTO continued to advocate throughout 2016 for tourism as a fundamental component of policies and priorities for sustainable development. Work continued with partners to mainstream sustainable tourism in policy discussions and multinational development economic and peace agendas, ahead of the celebrations of 2017 as the International Year of Sustainable Tourism for Development.

## Towards a Statistical Framework for Measuring Sustainable Tourism

Current tourism measurement standards are largely economic, therefore not useful for informing on tourism's role in sustainable environmental and social development. UNWTO has launched, with the support of the United Nations Statistics Division (UNSD), an initiative **Towards a Statistical Framework for Measuring Sustainable Tourism (MST)**, a common language and organizing structure for measuring more effectively tourism's economic, environmental and social dimensions, the three pillars of sustainable development.

Overall, the framework will provide a base to:

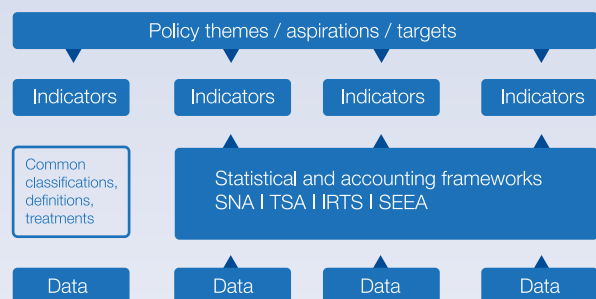
- better inform on sustainable tourism,
- facilitate dialogue between different sectors,
- encourage integrated, locally relevant decision-making,
- exploit the rich level of data already available, and
- identify additional data that may be needed.

MST will draw from:

- the Tourism Satellite Account (TSA);
- the System of Environmental Economic Accounting (SEEA);
- experiences of the INSTO observatories;
- advances in tourism statistics;

- developments of the International Network on Regional Economics, Mobility and Tourism (INRouTe);
- ongoing developments in environmental-economic accounting; and
- social and cultural dimensions (expected to be integrated in due course).

The initiative has been in development since 2015 with the engagement of Austria, Fiji, Italy, Mexico, the Netherlands and Cardiff University (Wales, UK).



# The 10YFP Sustainable Tourism Programme (SDG 12)



## Sustainable Tourism PROGRAMME Committed to drive the change



During 2016, its second year of operation, the 10YFP Sustainable Tourism Programme continued serving as a platform to bring together and scale up existing initiatives and partnerships, and facilitate new projects, to accelerate the shift to sustainable consumption and production (SCP).

The network has:

**1** Grown in membership to involve 113 organizations (governments, private sector, academia and civil society) working together to implement sustainable tourism activities with an emphasis on:

- energy and water use efficiency;
- climate change;
- waste management;
- local sourcing;
- sustainable land use;
- biodiversity protection; and
- decent employment.

**2** Increased the international visibility of its members' activities through the launch of the Annual Magazine, Published by the 10YFP Secretariat with the support from the Republic of Korea

**3** Provided the following opportunities for its members to participate in public fora to address the integration of SCP in the tourism sector:

### Sustainable Tourism Conference and Symposium on Accelerating the Shift towards SCP Patterns

Abidjan, Côte d'Ivoire, 20 April

Topic:

investment, financing and collaboration to improve the sustainability performance of African tourism.

Discussed:

how SCP in tourism will:

- empower youth, women and local communities;
- generate transnational and regional cooperation;
- improve local value chains on the ground; and
- create more attractive products for local markets.

Participants affirmed their commitment to transition towards sustainable patterns through efficiency, innovation and adaptation, whilst consolidating inclusive growth for African tourism.

Examples of measures suggested:

many African countries called for the diversification of tourism products to balance international, regional and domestic demand as part of their SCP efforts.

### International Symposium and Annual Conference of the 10YFP Sustainable Tourism Programme,

Marrakech, Morocco, 11-12 November

Topic:

producing consensual guiding elements for tourism to demonstrate its contributions to the 2030 Sustainable Development Agenda and the Paris Agreement, during the 22nd Session of the UNFCCC Conference of Parties (COP22).

Examples of measures suggested:

- as overall absolute emissions for tourism companies remain untracked, we need better measurement, which will in turn lead to better management;
- participation of all stakeholders is essential;

- local authorities, financial institutions, and companies that promote innovation and embrace employee ideas are essential enablers for carbon measurement and reporting;
- efforts to have clear evidence-based emissions reduction targets could be scaled up so tourism can further lead in the change towards sustainable consumption and production; and
- holistic policies for tourism and the climate need to be in place for efficiency measures to be long lasting.

#### 4 Disseminated, and promoted the exchange of, knowledge across its members through:

- meetings of the Multi-stakeholder Advisory Committee and the Task Force to develop the Indicators for Success of the 10YFP;
- promoting a series of five climate-related webinars, organized by UN Environment with support from France and Morocco, with participation of over 180 participants and hundreds of YouTube views.

#### 5 Supported members to build fundraising coalitions and apply to the 10YFP Trust Fund, resulting in the launch of 3 catalytic projects:

- Inca Alliance for Sustainable Tourism: A public-private partnership model for innovative and sustainable ecotourism in historical-cultural and nature destinations. Under implementation in Peru by Grupo GEA.
- Regional Sustainable Enterprise Programme for the South Pacific: Under implementation by the South Pacific Tourism Organization (SPTO) and Sustainable Travel International in member countries of SPTO.
- Creating a sustainable community tourism model for South Africa: Under implementation in South Africa by Africa!ignite.

### Sustainable Consumption and Production (SCP)

is about systemic change, decoupling economic growth from environmental degradation and applying a lifecycle thinking approach, taking into account all phases of resource use in order to do more and better with less.

## Programme Work Areas

### 01 Policy

Integrating SCP patterns in tourism related policies and frameworks

### 02 Evidence

Collaboration among stakeholders for the improvement of the tourism sector's SCP performance

### 03 Practice

Fostering the application of guidelines, tools and technological solutions to mainstream SCP patterns in destinations, enterprises and tourist behaviour

### 04 Finance

Enhancing sustainable tourism investment and financing

### SDG 12: ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS - target 12.1 reads:

Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries leading, taking into account the development and capabilities of developing countries.

The 10YFP Sustainable Tourism Programme is led by UNWTO with the governments of France, Morocco and the Republic of Korea as Co-leads and in collaboration with the 10YFP Secretariat at UN Environment.



To join the network, contact [stp10yfp@unwto.org](mailto:stp10yfp@unwto.org)

# UNWTO International Network of Sustainable Tourism Observatories (INSTO)

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Since INSTO's establishment in 2004 and up to the end of 2016, 16 observatories (of varying types of destinations: coastal, mountain, tropical, etc.) have been recognized by UNWTO for their commitment to regular monitoring: eight in China, three in Indonesia, one in Brazil, one in Croatia, one in Greece, one in Mexico and one in the United States.

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By better exploiting existing data, destinations can model tourists' decisions and reinvent themselves towards more sustainable practices, while working to reduce tourism pressure and undesired impacts on destinations' environment and culture.

Among the core areas to be monitored by INSTO members are the use of precious resources such as water and energy, as well as waste and sewage management. Acknowledging the need to harness a large and rapidly-growing volume of available information to identify new opportunities, some Observatories are trying to embrace big and open data models in support of local sustainable tourism development.

## **New Sustainable Tourism Observatories join UNWTO Network in 2016**

The opening of three sustainable tourism observatories positions Indonesia as a regional hub for sustainable tourism practices. The hosts of all three became INSTO members in September 2016.

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### **Pangandaran**

Hosted by: Bandung Institute of Technology  
Monitors: Batukaras Village of the Cijulang District of the Pangandaran Regency

### **Sesaot and Senggigi Lombok Barat**

Hosted by: Faculty of Economics of Mataram University  
Monitors: Sesaot, a nature-based tourist destination, as well as Senggigi, a village in north western Lombok, both belonging to the West Lombok Regency

### **Sleman**

Hosted by: Magister and Doctor Tourism Program of the Graduate School of Gadjah Mada University  
Monitors: Pulesari, a tourism village in Wonokerto, Turi district of Sleman

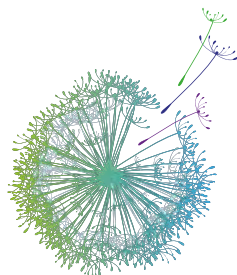
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Also in 2016, the **Croatian Sustainable Tourism Observatory (CROSTO)** became an INSTO member. CROSTO is monitoring sustainable tourism in the Adriatic region of Croatia, as part of Croatia's commitment to sustainability emphasized in its Tourism Development Strategy 2020.

In December 2016, the **Blue Community Observatory**, hosted by the USF Patel College of Global Sustainability of the University of South Florida, US, became an INSTO member. This Observatory monitors the impact of tourism among 16 communities of the Pinella and Manatee Counties, two popular tourist destinations in Florida.

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TRAVEL.  
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RESPECT.  
#TRAVELENJOYRESPECT



2017  
INTERNATIONAL YEAR  
OF SUSTAINABLE TOURISM  
FOR DEVELOPMENT

# Tourism and climate change

## Nearly Zero-Energy Hotels (neZEH)

Buildings consume 40% of the total energy and emit 36% of greenhouse gases in Europe, therefore represent a high potential for energy savings. The Nearly Zero-Energy Hotels (neZEH) project is an initiative supported by the Intelligent Energy Europe Programme of the European Commission, aiming to support hotels in Europe to comply with nearly-Zero Energy Buildings (nZEB) regulations, which all EU Member States are required to meet by 2020.

Three years of research and development ended in 2016 with the neZEH e-toolkit being launched to help the European accommodation industry to evaluate energy performance and identify options for energy efficiency, including efficient use of non-renewable sources, while raising awareness on the topic through inspiring examples.

UNWTO is a member of the consortium that developed neZEH, which is built on UNWTO's Hotel Energy Solutions (HES) project that was concluded in 2011. As of 31 December 2016, UNWTO recorded 115 projects defined in 18 countries on neZEH, 201 users of the neZEH toolkit, and 1600 Hotel Energy Solutions projects across the EU-28.



## Member States advance the 'Promotion of Sustainable Tourism, including ecotourism, for poverty eradication and environment protection':

At the end of 2014, the United Nations General Assembly adopted by consensus a milestone resolution recognizing the contribution of sustainable tourism to poverty eradication, community development and the protection of biodiversity. A UNWTO survey to Member States on the advances of the resolution conducted in 2016 shows that sustainable tourism continues to be incorporated into national policies and priorities.

Locally developed tourism products, public-private cooperation and sustainable tourism measurement are increasingly recognized as means to achieve economic growth, reduce inequalities, improve livelihoods in developing countries and lessen negative environmental and sociocultural impacts.

- 77% of Member States said they had strengthened environment protection and natural and cultural heritage frameworks.

- 26 out of 32 Member States reported adapting new frameworks, policies and programmes for sustainable development of tourism that have a direct impact on local and indigenous communities, and small tourism entrepreneurs.

- 23 out of 32 Member States mentioned increasing stakeholder engagement, organization-building and public-private partnerships, some of which used UNWTO international standards and criteria.

- 9 out of 23 Member States indicated the need for technical assistance, new technologies and/or better measurement criteria and standards in order for sustainability to succeed.

Examples of needs identified by respondents:

- financial and technical assistance to SMEs on the ground to diversify local products;
- the international standardization of criteria for monitoring and assessing sustainability; and
- more public-private partnerships.



## Cancun Declaration on Mainstreaming the Conservation and Sustainable Use of Biodiversity for Well-Being

Adopted:

3 December, at the UN Biodiversity Conference COP13 in Cancun, Mexico

Affirms:

signatories' commitment to mainstreaming biodiversity within all levels of government and across all sectors

Calls for:

- greater cooperation between UNWTO, the Food and Agriculture Organization of the United Nations, and other organizations and multilateral initiatives and processes concerned with biodiversity; and
- specific actions to be taken for each sector that both depends and impacts on biodiversity and its components – chiefly tourism, as well as agriculture, forestry and fisheries.

## UN Biodiversity Conference COP13

Cancun, Mexico, 2-3 December

Examples of measures suggested:

national policies and frameworks for sustainable tourism that:

- protect biodiversity;
- foster multi-stakeholder partnerships; and
- can be both sustainable and profitable for local communities.



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### Sustainable Cruise Tourism Development Strategies: Tackling the Challenges in Itinerary Design in South-East Asia

UNWTO carried out a study with the Asia-Pacific Tourism Exchange Center (APTEC) on strategies and best practices for sustainable ocean cruise development in South-East Asia. The accompanying report, published in January, concludes that cruise tourism will be one of the focal points of the shift in travel towards controlling demand and mitigating its detrimental impacts.

In 2015, 26 cruise brands were active in Asia, deploying 52 ships, 981 intra-Asian cruises and 2.17 million passengers in Asia. South-East Asia represented 46% of this deployment.

As tourism grows within the region, destinations can assess whether or not cruise tourism may be an appropriate market segment for bringing maximum benefits to their communities.





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## **Innovative Catalysts Boosting Sustainability in the Tourism Sector: Based on cases and initiatives from Germany**

Intended to support tourism suppliers mainstream sustainable practices, this project analysed different successful sustainable tourism initiatives to identify specific elements that have visibly 'catalysed' the shift towards more SCP patterns in tourism in Germany. Diverse efforts were made from all types of tourism stakeholders, but the research specifically identified 13 elements of catalytic importance that have especially supported successful project implementation. These efforts and the catalytic characteristics are summarised in an accompanying report prepared to enable their replication and integration into current and future initiatives within and beyond the 10YFP STP.

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# Tourism and cultural heritage

## International Seminar on Tourism and Culture

Havana, Cuba, 4 May

Discussed:

how the rapprochement between tourism and culture is of particular benefit to local communities, as can be seen in destinations near a World Heritage Site.

Examples of measures suggested:

- management plans of cultural heritage destinations should be updated; and
- measures should be taken to promote sustainable tourism that can contribute to conservation and sustainable and responsible management of cultural heritage elements, such as:
  - the forming of new models of public/private partnership,
  - adaptation of public spaces, and
  - direct investments that create new jobs in historical centres without neglecting local integration.



## Sofia Declaration on World Civilizations and Creative Tourism

Adopted:

at the International Congress on World Civilizations and Creative Tourism in Sofia, Bulgaria on 2 December

Affirms:

technology, innovation and the creative industries' role in bringing heritage to life

Calls for:

- promoting conservation and promotion of world civilizations through creative tourism;
- developing a sustainable tourism strategy for the heritage of the world's great civilizations; and
- building partnerships between tourism and creative industries

## International Conference on Religious Heritage and Tourism

Utrecht, Netherlands, 6 October

Discussed:

the contribution of religious tourism to economic prosperity in cities, villages and regions

Examples of measures suggested:

- methodologies are required to assess the social and economic impact of religious heritage tourism; and
- multi-stakeholder strategies are needed to develop these sites as authentic travel destinations.



## UNWTO International Conference on Heritage Tourism

Nara, Japan, 24-26 February

Topic:

organized by UNWTO and the Japan Tourism Agency (JTA) with support from the Nara Prefectural Government, this conference showcased the interdependence of heritage and tourism.

Discussed:

- how tourism, when managed sustainably, has the capacity to foster, present and protect world treasures;
- the experience in Japan and around the world on how to manage these resources and capitalize on the value of heritage without damaging its intrinsic value to host communities.



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# TOURISM IN A CHANGING GLOBAL ECONOMY

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As globalization, technology, innovation, climate and demographic change reshape the world, the tourism sector must respond in a way that increases the sustainability and competitiveness of destinations. In 2016 UNWTO prioritised actions for the creation and sharing of knowledge on the impact of global trends on tourism, as well as on the sector's response.

## Reinforcing tourism competitiveness

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Since its establishment, the **Committee on Tourism and Competitiveness (CTC)** has assessed the state of knowledge on the basic concept of 'tourism competitiveness'. This process has included identifying, developing and harmonizing concepts, models and operational definitions that were endorsed at the 103rd UNWTO Executive Council in May 2016.

The definitions endorsed are:

- Tourism Destination;
- Destination Management/Marketing Organization (DMO);
- Tourism Product;
- Tourism Value Chain;
- Quality of a Tourism Destination;
- Innovation in Tourism; and
- Competitiveness of a Tourism Destination.

Additionally, the UNWTO Secretariat drafted a provisional list of quantitative and qualitative factors of 'destination competitiveness' to assist Members in efficiently evaluating their competitiveness. The Secretariat is currently working on further tourism definitions and product typologies for CTC Members to review.

## Statistics and Market Trends

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Tourism statistics are pivotal in:

- advancing knowledge of the sector;
- monitoring tourism flows;
- promoting results-focused management;
- devising marketing strategies; and
- guiding policy decisions.

Deriving from the most comprehensive statistical database available on the tourism sector, UNWTO published

- Annual updates of its **Compendium of Tourism Statistics and Yearbook of Tourism Statistics** in 2016. Presenting data for some 200 countries from 2010 to 2014, the Yearbook focuses on inbound tourism data by country of origin. The Compendium provides data and indicators on inbound, outbound and domestic tourism, as well as on the number and types of tourism industries, number of employees by tourism industry, and macroeconomic indicators on international tourism.
- Six editions of UNWTO's flagship report, the **UNWTO World Tourism Barometer**. The Barometer provides monthly year-to-date data on international tourist arrivals, receipts and expenditure from over 150 countries, as well as a retrospective and prospective assessment of tourism performance provided by the UNWTO Panel of Tourism Experts. In addition, data on air transport, hospitality, the meetings industry and the economic environment are available in selected editions each year.



# Changing marketplace

UNWTO is the leading organization in tourism research, collecting and disseminating comprehensive and up-to-date tourism data, and producing short and long-term forecasts and analysis on specific tourism segments, destinations and source markets. Several research projects and events were developed in 2016 in this area:

## New platform tourism services

The emergence of digital platforms supplying private tourism products and services – often referred to as the ‘sharing economy’ or ‘collaborative economy’ – has been welcomed by both travellers and the service providers. However, it has also raised concerns among traditional operators and destinations. UNWTO is currently examining the impact of new platform tourism services in different destinations – whether it is being addressed and how, as well as the different opportunities and challenges at stake.

The ongoing research aims to contribute to the industry’s adaptation to the new situation through three components:

- drawing up an inventory and an overview of relevant international research;
- a survey among UNWTO Member States, Affiliate Members and cities from the City Tourism Network;
- the collection, analysis and compilation of relevant case studies in the different parts of the world.



## Exploring health tourism

UNWTO and the European Travel Commission (ETC) are carrying out a joint research programme to identify a consistent terminology to define the intricate system of travelling for health. The project will produce a working paper establishing common ground for a health-related tourism taxonomy, to be published in 2017. A roundtable was held in Budapest, Hungary in June 2016 towards this report.



## 1st Ibero-American Meeting on collaborative economy in tourist accommodation

Montevideo, Uruguay, 4-5 April

Topic:

positive and negative effects of new platform tourism services in the accommodation sub-sector within Ibero-American countries.

Discussed:

- an approach to finding solutions to minimize new platform tourism services’ negative aspects from the perspective of responsible public-private collaboration;
- promoting agreements as well as good practices in this area; and
- establishing principles to generate possible recommendations.

Examples of measures suggested:

- Online travel agencies, marketing platforms and search engines could be imbued with ways to guarantee the ethics and transparency of tourism actors and service providers.
- It was suggested that Ibero-American states consider including new formats of tourist accommodation in their respective legislation as thoroughly as possible.
- UNWTO was requested to create a comparative Observatory that groups best practices of the States related to new business models in tourist commercialization and tourist accommodation.



## UNWTO Conference on Tourism & Technology

Nara, Japan, 2 June

Topic:

current emerging technologies of primary relevance to the tourism sector.

Discussed:

- how both engineering and digital technologies are enhancing the processes of travel nationally and internationally, and increasing visitors' enjoyment of destinations;
- the ways in which new technologies have impacted the tourism sector over the past 5-10 years and the changes that are anticipated in the years to come;
- raising awareness in other sectors of the economy about the potential of new technological applications in different sectors of tourism.



## World Tourism Conference 2016

Penang, Malaysia, 17-19 October

Topic:

'Tourism Delights: Delivering the Unexpected', the fourth in the series of conferences jointly organised by UNWTO and the Ministry of Tourism and Culture, Malaysia.

Discussed:

- new trends and ideas on how to meet the expectations of tourists looking for new experiences and quality service;
- lessons to be learnt from successful cases in terms of policy formulation, product development, marketing, as well as business culture and philosophy.

Examples of measures suggested:

- increasing understanding on the changing nature of tourism demand and supply;
- greater use of creative industry to add value to destination branding and anticipate consumer needs;
- improving the attraction, recruitment and retention of workers as well as productivity.



## Da Nang Declaration on Promoting Tourism and Sports for Sustainable Development

Adopted:

24 September 2016, on the occasion of both the 5th Asian Beach Games and the UNWTO International Conference on Tourism and Sports

Affirms:

that embedding sports tourism in the overall tourism strategy for a destination reinforces its ability to help deliver sustainable socio-economic development, along with public/private partnerships and community involvement.

Calls for:

innovation and creativity in order to satisfy demand for hybrid products, develop unique signature mega-sporting events in the face of increasing competition from potential hosts, and find new ways to measure success in the future as the nature of sport and tourism changes.



# Destination management and quality

## UNWTO-WTCF City Tourism Performance Research Survey

UNWTO and the World Tourism Cities Federation (WTCF) are investigating how the benefits of city tourism and its rapid growth can be maximized through integrated strategies and effective management tools. Surveys distributed to ten cities collect information on systems measuring city tourism performance worldwide. Public and private city tourism stakeholders can then exchange knowledge, and they will be provided with basic guidelines on how to link this knowledge to policy making.

With information gleaned from the surveys, a forthcoming publication will display the success stories of leading city destinations within at least one of five key performance areas:

- Destination management;
- Economic perspective;
- Social and cultural perspective;
- Environmental perspective; and
- Technology & new business models.



## 4th and 5th Global Summits on City Tourism

Marrakesh, Morocco, 14-15 December 2015

Luxor, Egypt, 1-2 November 2016

Topic:

interdisciplinary dialogue for understanding the new tourism paradigms in cities worldwide, and to set a shared vision to adapt to change.

Discussed:

Marrakesh

- viewing city destinations as diverse systems of interrelated economic, social and environmental networks, needing to be sustainable, competitive and well managed for an 'overall quality visitor experience';
- the need to spatially reorganize and in some cases rejuvenate 'tourist cities' to make them viable for people with specific access requirements, and to sustainably manage their cultural heritage.

Luxor

- authenticity, tangible and intangible local cultural heritage, engagement of local communities and the use of technology as key success factors for city tourism competitiveness and community empowerment;
- changes in demand and supply through innovation, new technologies and new business models;
- the need to develop coordination clusters that engage public and private players from all sectors.



## Sustainable Tourism on the New Urban Agenda on the occasion of HABITAT III

Quito, Ecuador, 16 October

Topic:

a framework for the future of city tourism, which has increased by around 50% in the last decade.

Discussed:

drawing up a framework of key issues for sustainable tourism in urban areas that ought to be supported by urban development policies and processes.

Key issues selected:

- Sustainable economic growth
- Social inclusiveness, employment and poverty reduction
- Urban culture and heritage
- Mutual understanding, cross-cultural behaviour, safety and security



### **9th World Congress on Snow and Mountain Tourism**

Sant Julià de Lòria, Andorra, 2-4 March

Topic:

under the theme 'Mountainlikers, Sport and Adventure: A Promising Combination', the opportunities for snow and mountain tourism to add value to destinations and develop local communities.

Discussed:

experiences of adventure and sport tourism that can drive the management and promotion of mountain destinations.

Examples of measures suggested:

- mitigating seasonality issues;
- creating innovative mobile marketing tools, products and events;
- structured cooperation between tourism authorities and those of sports; and
- balancing economic and environment protection needs.



### **International Conference on Integrated Quality Management in Tourism Destinations**

Bucharest, Romania, 23-24 June

Topic:

the broader context of quality – beyond 'product and service quality' – not only as one of the influential factors on destination competitiveness, but also as a professional organization, operations and perception tool for tourism suppliers.

Discussed:

initiatives and good practices in integrated quality management in diverse contexts: coastal destinations, protected areas, spa/wellness destinations, urban destinations and cultural heritage destinations.

Example of measures suggested:

Integrated quality management must be a priority in the long-term strategic planning of any national or sub-national destination management organization, for it brings a comprehensive set of benefits to destination, businesses and local community.



### **UNWTO Regional Workshop for Africa: Keys to Success in Quality Product Development in Tourism Destinations**

Addis Ababa, Ethiopia, 15-17 September

Topic:

how to achieve success in quality, ethical and attractive product development to enhance competitiveness in tourism destinations in Africa; and to set a shared vision for adapting to market changes.

Discussed:

how effective policy and governance instruments are key drivers for destination performance as the government/public sector has a crucial role in product development.

Example of measures suggested:

- using research and reliable data to assess a destination and its potential;
- involving locals in policy and strategic planning;
- improving governance structure, legislation, public/private partnerships and networks;
- re-orienting markets through diversifying products and building the destination image;
- investing in innovation and technology; and
- improving travel facilitation.





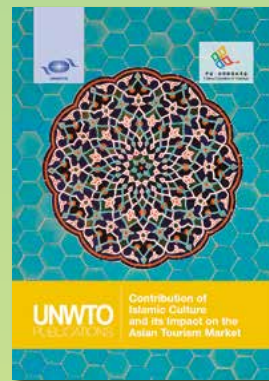
# Contribution of Islamic Culture and its Impact on the Asian Tourism Market

This report, completed in 2016 and released in early 2017, outlines characteristics of the Islamic tourism market in Asia and the Pacific, through 19 country monographs and case studies. The report resulted from a study aimed at drawing attention to the contribution of Islamic culture to Asian history and heritage, highlighting Islamic member countries of UNWTO as attractive emerging tourist destinations and helping them better tap the potential of intra-Islamic travel.

The study found that Islamic tourism is appreciable, and as 80% of all travel in Asia and the Pacific is intra-regional, destinations will increasingly develop the Islamic tourism market. Asia-Pacific countries with a majority or significant minority Muslim population have a significant bearing on both inbound and outbound traffic. Halal tourism features prominently in the study as a widely explored field by non-Muslim countries in the region.

Among the report's recommendations are:

- to increase cooperation to highlight tourism's potential to promote inter-faith understanding, and
- to prioritize a marketing plan for all Asia-Pacific countries to attract Muslim visitors, building on the potential realized in the region's Islamic countries.



# UNWTO/GTERC Asia Tourism Trends 2016 Edition

Asia and the Pacific is the most visited region in the world after Europe, having received 303 million international tourists in 2016 – around one quarter of the world's total. By 2030 UNWTO predicts this number will reach 535 million. Further, the region – in particular China – is fast becoming the main source market for many destinations including those within Asia and the Pacific.

The driving forces shaping tourism in the region are expounded upon in the third edition of Asia Tourism Trends, a report UNWTO produced in collaboration with the Global Tourism Economy Research Centre (GTERC). The report finds that the “consumer class”, with its specific characteristics, has now been recognized by professional and academics alike as the engine behind the average 6% annual growth in international arrivals between 2005 and 2015, far above the world average of 4%. In tandem with the technologically-savvy millennial generation that is setting the pace of global tourism growth, these

consumers and the resultant tourism expansion present a major challenge to the region to deliver the required transport and accommodation infrastructure, and improve human capital development in terms of education, training, policy and planning.



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# RESPONSIBLE AND INCLUSIVE TOURISM

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Travel and tourism is a people's sector. At the heart of its development should be its capacity to bring opportunities for better livelihoods to all. Ensuring benefits reach host communities, enabling accessibility for all to travel, and investing in human capital development are some of the lines of action UNWTO promoted in 2016 towards a fairer and more inclusive sector.

## Investing in Tourism for an Inclusive Future

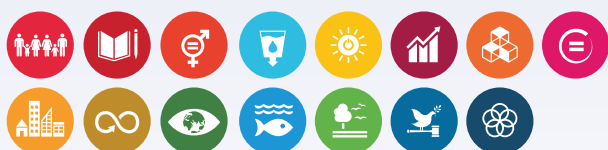
### Petra Declaration

Adopted:

27 October 2016, on the occasion of the UNWTO Regional Conference 'Investing in Tourism for an Inclusive Future: Challenges and Opportunities', from a partnership between UNWTO and the European Bank for Reconstruction and Development (EBRD).

Calls for:

- an inclusive and sustainable sector based on:
  - human rights
  - social and economic justice and equality
  - responsible and sustainable planning
  - evidence-based decision making
  - the involvement of all stakeholders, including host communities and disadvantaged groups of society
- provision of fair access to quality training
- employment opportunities for youth and women



### Investing in Tourism for an Inclusive Future: Challenges and Opportunities

Petra, Jordan, 27 October

The conference itself focused on the role of tourism in creating job opportunities, promoting energy efficiency and strengthening micro, small and medium-sized enterprises (MSMEs).

The following key conclusions were drawn:

#### 1. Providing Access to Training and Employment Opportunities:

addressing inclusion gaps concerning youth and women, and reducing regional employment and skills disparities. This would include – besides strengthening professional skills for the accommodation and tour operating sub-sectors – incentivizing entrepreneurship in productive sectors related to the tourism value chain.

#### 2. Enhancing Resource and Energy Efficiency:

enabling improved building standards and building management capacity. This would entail improving understanding of resource-efficient operations, increasing competitiveness as well as removing barriers for investing in resource efficiency, and promoting sound policies and incentives.

#### 3. Strengthening local Micro, Small and Medium-sized Enterprises (MSMEs):

enabling them to become integral parts of the complex tourism value chain, which requires integrating trade policy dimensions into tourism planning at national as well as corporate level, particularly with regard to local and sector-specific institutions.



UNWTO Secretary-General Taleb Rifai. ITB Berlin, 10 March 2016.

## Africa Forum – Community Based Tourism: Factors for Success and Best Practice Examples from Botswana and Other Countries

ITB Berlin, Germany, 10 March

Topic:

the social, economic and environmental benefits of sustainable community-based tourism (CBT) in many African countries.

Discussed:

- Botswana and other UNWTO Member States in whose communities advantages such as the following have been evidenced:
  - providing direct and indirect jobs, especially for the poor and vulnerable groups;
  - economic diversification in areas where environmentally damaging industries are concentrated;
  - encouraging preservation of traditions at risk of extinction; and
  - generating funds for conserving ecosystems and managing natural resources.
- how all benefits feed into the social outcome of keeping communities together for productivity, sustaining shared ways of life, and ensuring individual sense of belonging, purpose and hope;
- lessons learned from UNWTO's CBT project work in Botswana.

Example of measures suggested:

- appropriate policies and support programmes are needed to encourage a sound environment for CBT enterprises to prepare for viable CBT ventures;
- a community-driven business plan should be developed and the enterprise fundamentals well established before operations begin;
- a market analysis may need to be undertaken before adequate investment in human resources.



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## Employment and entrepreneurship through tourism in Kenya

UNWTO, Amadeus and the Ministry of Tourism of Kenya have signed an agreement to provide 20 women and young people from underprivileged communities in Kenya with access to employment and job opportunities in travel and tourism. The pilot programme, to be launched before the end of 2017, will include training and work experience opportunities delivered largely by private sector tourism partners from countries identified by Amadeus and UNWTO. It is expected to be replicated in countries around the world.

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# Tourism, ethics and social responsibility

## Development of Ethical Guidelines and a Peace-sensitive Public Policy Framework regarding Tourism to Historical Conflict Sites

Project partners: UNWTO and the Flanders Department of Foreign Affairs

Aimed at:

- public and private sector site managers, tour operators, host communities and visitors, in order to create compelling visitor experiences to conflict sites and landscapes;
- inspiring public authorities that have conflict sites and cultural landscapes on their territory to develop a peace-sensitive policy framework that links ethical tourism and heritage with other policy areas, such as culture, media, scientific research and education.



## Responsible tourism, a global commitment

Project partners: UNWTO and the United Nations Global Compact Initiative Spain (Pacto Mundial)

Aimed at:

- engaging 13 Spanish tourism entities to make a tangible and lasting commitment to the ethical principles of responsible and sustainable tourism through their corporate social responsibility (CSR) activities
- emphasizing how these CSR actions can contribute to the achievement of the SDGs.



## Spanish Companies Driving Responsible Tourism

FITUR, Madrid, Spain, 20 January

The project was presented publicly during FITUR at an event examining the companies' current CSR policies and challenges, and strategies that can engage them in the 17 SDGs. All participating companies signed the Private Sector Commitment to the UNWTO Global Code of Ethics for Tourism.

In September 2016, UNWTO and Pacto Mundial launched a microsite sharing best practices of the participating companies regarding responsible tourism initiatives.

## Tips for a Responsible Traveller

In preparation for the celebration in 2017 of the International Year of Sustainable Tourism for Development, the World Committee on Tourism Ethics adapted its 'Practical Tips for the Global Traveller' to recent socio-economic, technological and behavioural changes that have affected the tourism sector. These tips feature an adapted version of the Global Code of Ethics for Tourism addressed to tourists.



## UNWTO Convention on Tourism Ethics

The working group on the convention held its first working session at the UNWTO Headquarters in Madrid on 25 April 2016, to review work on transforming the Global Code of Ethics into a full, legally binding international convention to advance its impact and boost government responsibility to uphold its principles.

## Activities towards the adoption of an International Convention on the Protection of Tourists and the Rights and Obligations of Tourism Service Providers

Tourism's expansion, the impact of crises and the emergence of new business models all highlight the need for rules governing the rights and obligations of tourists and tourism service providers, everywhere in the world. A working group was set up in 2011 to work towards creating a legal instrument that harmonizes national and regional consumer protection laws so they can be made global.



# Accessible tourism for all

## Accessible Tourism as an Effective Business Strategy

FITUR, Madrid, Spain, 22 January

Discussed:

cases illustrating that, aside from being a right for all, tourism that is open to persons with disabilities, the elderly, and families with young children offers substantial opportunities for destinations and enterprises to enhance their overall competitiveness

Examples of measures suggested:

- diversification is important in order to provide a boost to the quality of service and profitability of tourism businesses and destinations, which goes beyond their commitment to provide accessible infrastructure and products;
- ICT providers and start-ups can provide possible solutions for clients with disabilities and specific access requirements with regards to travel and tourism and other leisure activities.



## Good Practices in the Accessible Tourism Supply Chain Report

To commemorate World Tourism Day 2016, 'Tourism for All: promoting universal accessibility', UNWTO, the European Network for Accessible Tourism and the Spanish ONCE Foundation for Social Inclusion of People with Disabilities issued a technical and awareness-raising booklet of six case studies from different regions, illustrating some of the key components of the accessible tourism supply chain.

The examples shed light on:

- the achievements and challenges of enabling access to cultural heritage and protected natural areas;
- the application of Universal Design principles in urban planning;
- the use of new technologies;
- the availability of accessibility information on tourism attractions and services; and
- the opportunity to cater effectively for all visitors, whatever their abilities, with socially inclusive policies, Universal Design techniques and the use of ICT.





# Tourism and peace

## Tourism – A Catalyst for Development, Peace and Reconciliation

Passikudah, Sri Lanka, 11-14 July

Topic:

UNWTO and the Sri Lanka Tourism Development Authority (SLTDA) organized this conference to analyse the effect of tourism development on reconciliation and peace in post-conflict areas, with particular emphasis on Sri Lanka.

Example of measures suggested:

- a concerted policy that puts tourism hand in hand with community development is needed, as the community is at the heart of any initiative towards reconciliation;
- in post-conflict destinations private sector stakeholders must supplement public sector efforts, with innovative marketing and re-branding approaches including use of social media;
- tourism stakeholders should seize the vast opportunities that lie in the return of a national diaspora to their country in the wake of lasting peace and reconciliation.



# Tourism education and human capital development

A forum was held in Seoul, Republic of Korea on 29 March as part of the 10th UNWTO Asia-Pacific Executive Training Programme on Tourism Policy and Strategy. The session responded to the need of destinations in Asia and in the Pacific to enhance service quality, develop and retain human resources, and improve the tourism skills of professionals as the sector gains increased relevance in the region.

The forum concluded that there is an urgent need to provide better opportunities for young people, who can contribute significantly to a sector faced with severe talent deficits, and to invest in gender equality, where tourism can be a leading promulgator. A better match between labour market supply and demand was also

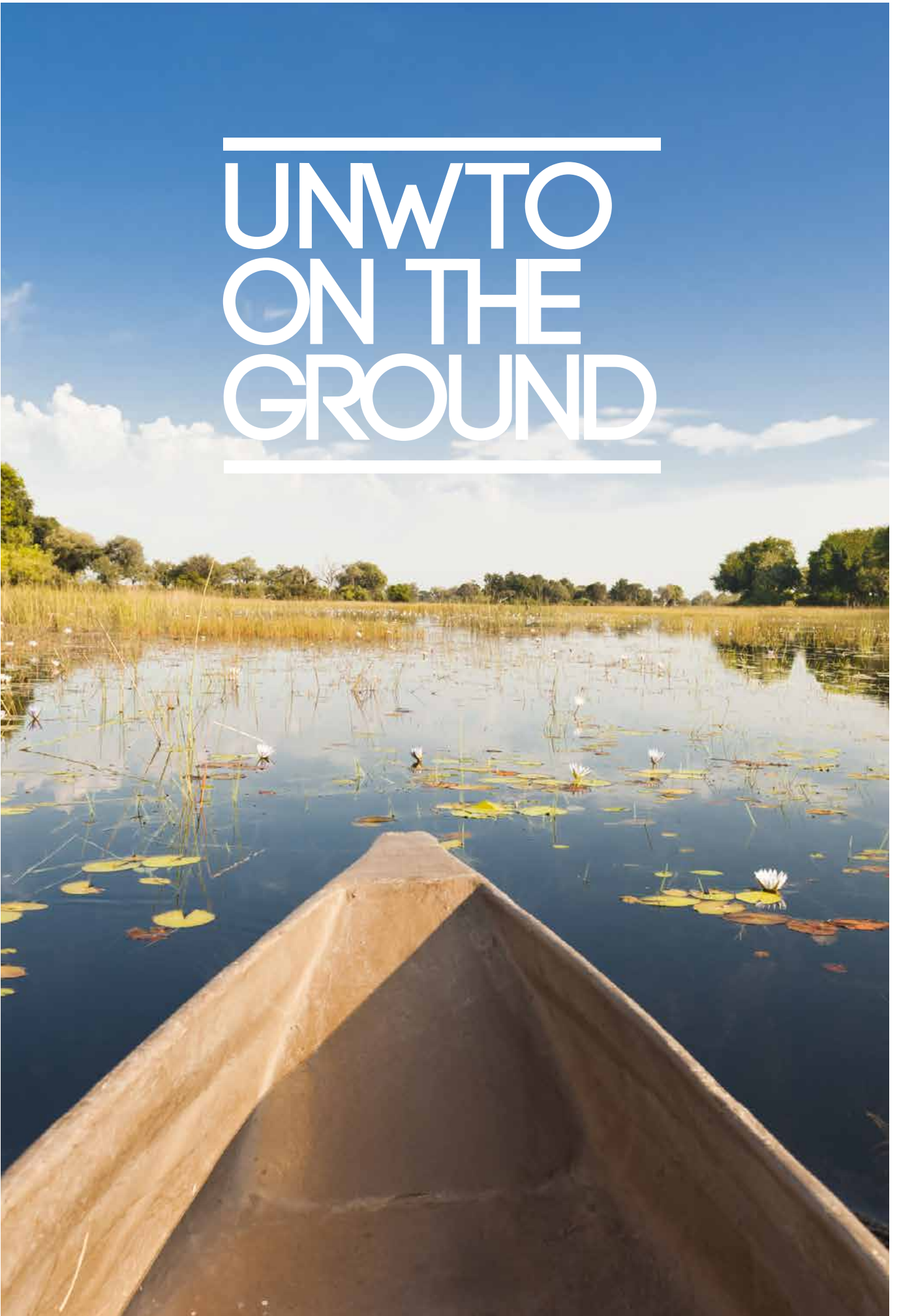
urged, through improved public-private partnerships and bridging the gap between government, industry and education providers. Despite challenges most countries report huge opportunities for the future, given advances in government commitment to tourism, hotel construction, ICT and young people's access to information, along with the sizeable scope for stakeholder collaboration.



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# UNWTO ON THE GROUND

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2016 saw UNWTO respond to an increased number of requests from Members for technical assistance and capacity building, while the UNWTO.Themis Foundation sustained a high level of tourism education training and certification actions. UNWTO also strengthened its partnerships to broaden its scope of activities around cultural tourism routes.

## Technical cooperation and capacity building

The UNWTO Technical Cooperation and Services programme (TECO) dedicates itself to supporting Member States develop and promote the tourism sector as an engine for socio-economic growth and poverty alleviation through the creation of employment. Acting upon requests from Member States, TECO carries out missions and long- and short-term projects in developing and transition countries, with funding from various major donor agencies used to deploy the world-leading technical experts and firms.

TECO is also responsible for the implementation of missions and projects carried out under the UNWTO Sustainable Tourism-Eliminating Poverty (ST-EP) initiative, which seeks to raise awareness and help to enhance tourism's catalytic capabilities in poverty alleviation and reduction by means of projects on the ground.

Further technical assistance and capacity building is also provided by our Regional Programmes upon the request of Member States, and the UNWTO.Themis Foundation.



### Advancing the measurement of tourism

With the rise of diverse tourism destinations, markets, products and services worldwide, UNWTO increasingly receives requests from Member States for technical assistance in tourism statistics and tourism satellite accounting. Our assistance helps Member States develop more accurate information on types of visitors (both international and domestic), the activities they engage in, and their consumption of goods and services, which can help Member States understand tourism's contribution to national socio-economic development and take the necessary policy decisions. On the supply side, an efficient and effective national tourism statistics system must understand the industries that provide tourism services, in particular their processes of production, use of labour and capital investment.

UNWTO technical assistance in tourism statistics and tourism satellite accounting comprises three steps:

- an initial assessment of the national tourism statistical system and its data gaps and constraints;
- fostering institutional partnerships required to develop the tourism statistical system (with tourism and national statistics offices, immigration, central bank etc.); and
- providing capacity building to officials in:
  - statistical methodologies;
  - survey design and collection; and
  - compilation and analysis of tourism and tourism-related statistical and economic data.

# Missions and projects

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In 2016, the UNWTO Technical Cooperation and Services executed:

**16** missions

**41** projects

benefitting a total of **44** countries, including

**21** new technical assistance projects across 20 countries.

All missions and projects were successfully implemented, thanks to active and constructive collaboration with national tourism administrations and other in-country stakeholders as well as our supporting partners.

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## Botswana: Development of Tourism Clusters – July to September 2016: Tourism planning

Tourism clusters add value to the economy by creating groups of networked businesses in specific sectors. They improve global competitiveness and enable a region to specialize in a range of related economic activities. Clusters help companies take advantage of market opportunities by reducing barriers of cost and risk, and adapting international rules and standards to the local context.

UNWTO worked with the Botswana Tourism Organization to bring together businesses in strategic groupings for collaborative engagement in three areas that could be turned into tourism clusters: Kasane/Kazungula, North West Ngamiland, and Maun. The project gathered information about each area's local economies and tourism development. It also identified a potential leadership team, set guidelines and submitted a report for the continued technical support and mentoring of cluster development.

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## Republic of Congo: Needs Assessment for the Training of Staff in Hotels in Brazzaville – July to September 2016: Training for hotel staff

The Support Project for Economic Diversification (PADE) was set up by the World Bank in the Republic of Congo to help reduce the economic dependence on oil through high-growth-potential sectors including tourism and hospitality. PADE provides technical assistance to SMEs and local private sector tourism entities seeking capacity building through a matching grant programme known as the Shared Cost Support Fund (FACP). This was provided to four hotels, and UNWTO was brought in to provide training and expertise that was lacking on the ground. A UNWTO consultant identified training needs, based on which other experts will provide staff training to all hotels.

*“By providing an international consultant to evaluate the training needs of the four hotels selected by PADE, the UNWTO made a decisive contribution to the whole hospitality training programme. The partnership between PADE and UNWTO is a good example of international cooperation in the field of development, and the sectors of tourism and hospitality are ripe for many similar initiatives across the developing world.”*

Sékou Camara Operations Manager, Shared Cost Support Fund (FACP)/World Bank

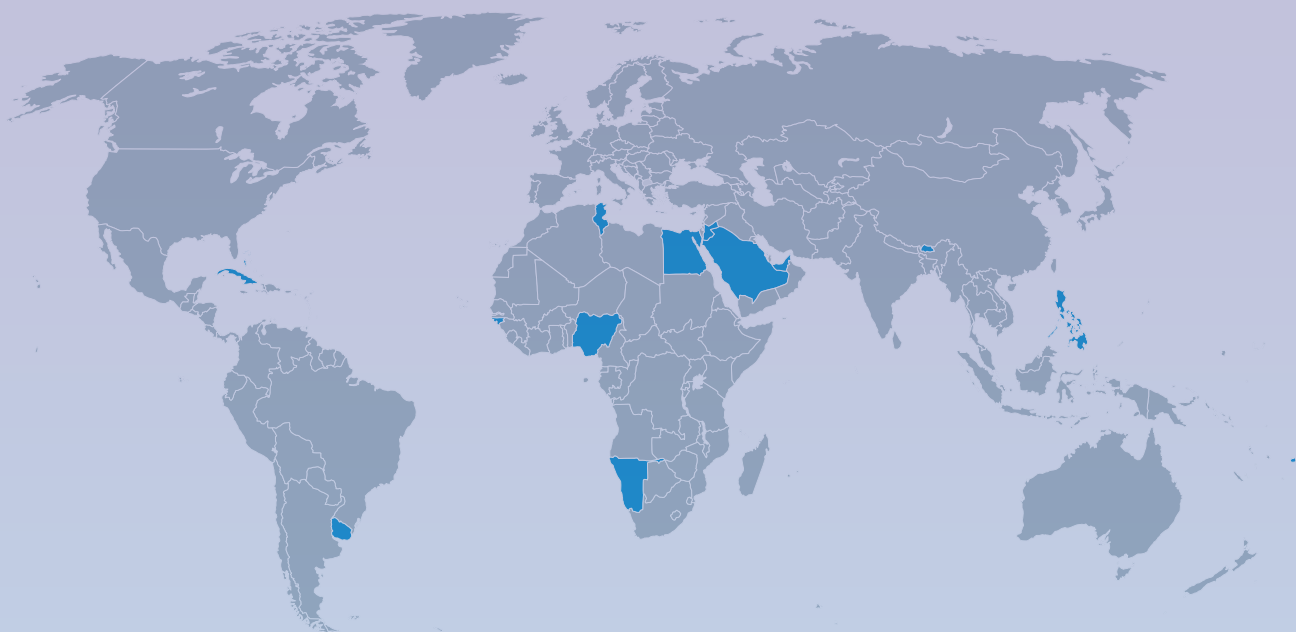
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## China: Shandong Province Tourism Development Master Plan 2016-2025 – March to August 2016: Masterplanning and marketing

In July 2016, UNWTO presented a draft of a new Tourism Development Master Plan (TDMP), designed to improve inbound tourism in the Province of Shandong, China, to the provincial governor and other senior officials who approved the text. The TDMP was developed by a UNWTO team of national and international experts in close collaboration with the Shandong Development and Reform Commission and the Shandong Tourism Development Commission. In order to strengthen promotion of the province in international markets and build on the analysis and recommendations of the TDMP, UNWTO is currently developing tourism destination marketing strategies for Shandong in Europe, Japan and the Republic of Korea. Interviews with outbound tour operators have been carried out in France, Germany, Japan, Republic of Korea and the UK. Field research was conducted between September and December 2016, and UNWTO will now recommend target market segments and geographic locations for Shandong to concentrate its marketing efforts.

# TECO Missions

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**Bahamas:** Sustainable Building Codes: Improvement of facilities, tourism awareness

**Bahrain:** Updating the Tourism Development Strategy: Masterplanning and marketing

**Bhutan:** Carrying Capacity Study: Tourism planning

**Cuba:** Tourism Statistics: Development of tourism statistics and TSA

**Egypt:** Upgrading the Tourism Development Strategy: Tourism planning

**Fiji:** Sustainable Tourism Governance Assessment/ Tourism Policy Formulation: Tourism planning

**Guinea-Bissau:** Needs Assessment Mission: Hotel classification

**Jordan:** Workshops on promotion opportunities of Chinese tourism to Jordan and on Updating the Hotel Classification System: Training, masterplanning and marketing

**Namibia:** Review of Tourism Policy: Tourism planning

**Nigeria:** Updating of Tourism Master Plan: Tourism planning

**Philippines:** Review of Tourism Strategy: Tourism planning

**Saudi Arabia:** Review of the Report on the Economic Impact of Cultural Heritage Tourism in Saudi Arabia: Cultural and natural heritage and rural tourism

**Sistema de Integración Turística Centroamericana (SITCA):** Development of tourism statistics and TSA

**Tunisia:** Hotel Classification

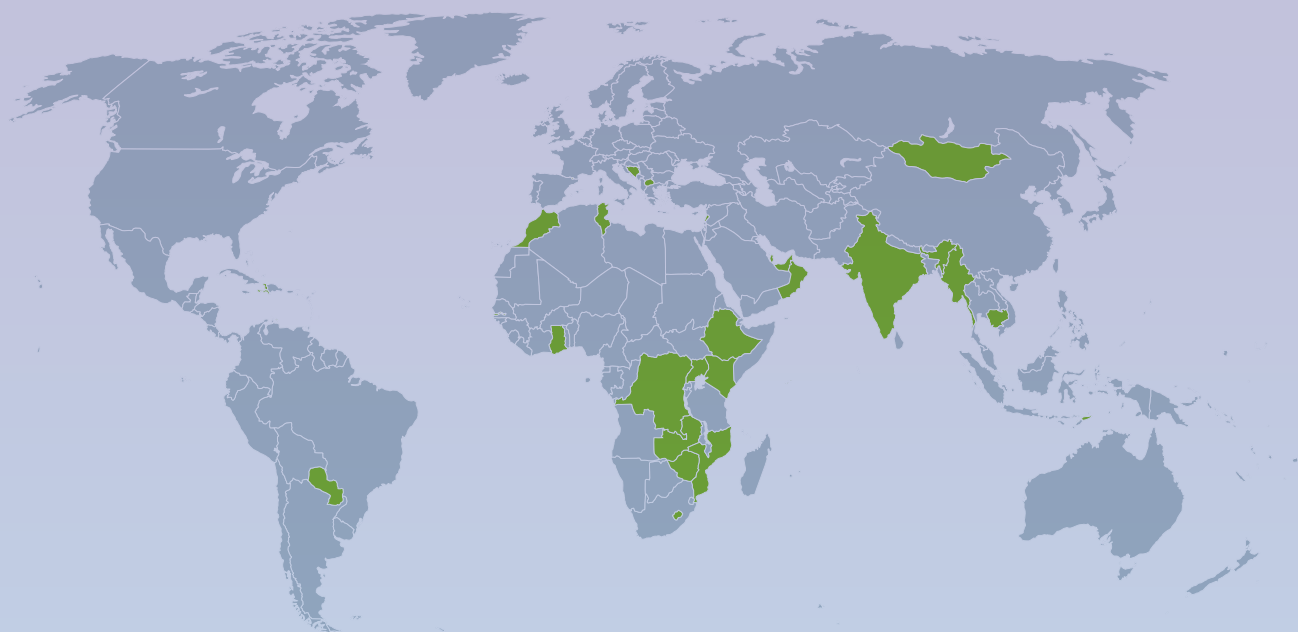
**Uruguay:** Updating of Tourism Master Plan: Tourism planning

**United Arab Emirates:** Advisory mission on implementation of White Paper and redefinition of mission, institutional role and administrative structure of NTA: Tourism planning

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## TECO Projects

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**Andorra:** Development of a Hotel Classification System – July to September 2016: Hotel classification

**Aruba:** Development of a System of Tourism Statistics and Tourism Satellite Account – December 2014 to December 2016

**Bosnia and Herzegovina:** Adventure Park of Children in Nature – May to November 2016: Improvement of facilities, tourism awareness, tourism planning

**Cambodia:** Community-based Tourism in Thala Barivat – April 2016 to 2017 (ongoing): Ecotourism, cultural and natural heritage and rural tourism

**Ethiopia:** Implementation of Hotel Classification Scheme – December 2014 to December 2016: Hotel classification, training for hotel staff (women and youth)

**FYR Macedonia:** Capacity Building in Tourism Statistics and Tourism Satellite Account – June 2016: Development of tourism statistics and TSA

**(Islamic Republic of the) Gambia:** Kartong Ecotourism Project – November 2014 to February 2016: Improvement of facilities, tourism awareness, masterplanning and marketing

**Ghana:** Savannaland Destination Tourism Programme – September 2008 (Phase I) to June 2016 (Phase II): Tourism awareness, masterplanning and marketing

**Ghana:** Improving Visitor Facilities and Interpretation of Nzulezu Village on Stilts – April to July 2016: Improvement of facilities, training, cultural and natural heritage and rural tourism

**Haiti:** Enhancing local economic impact from tourism development in Jacmel – August 2014 to October 2016: Improvement of facilities, tourism awareness, training, creating site management organizations, ecotourism, cultural and natural heritage and rural tourism

**Haiti:** Development of tourism statistics and TSA – May to August 2016

**Honduras:** Development of tourism statistics and TSA – November to December 2016

**India:** Implementation of the Tourism Development Master Plan for Punjab – March 2009 to March 2016: Masterplanning and marketing, tourism awareness, training

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**Kenya:** Enhanced Market Access for Community-based Tourism Products – September 2008 (Phase I) to June 2016 (Phase II): Training, ecotourism, cultural and natural heritage and rural tourism, masterplanning and marketing

**Lebanon:** Conserving Heritage and Increasing Economic Opportunities on the Lebanon Mountain Trail – 2016-2017 (ongoing): Improvement of facilities, ecotourism, cultural and natural heritage and rural tourism

**Lesotho:** Kome Rural Homestays – October 2012 to 2017 (ongoing): Tourism planning, cultural and natural heritage and rural tourism

**Mongolia:** Capacity Building for Tourism Employees – March 2015 to 2017 (ongoing): Training (women and youth)

**Morocco:** Establishment of a New System of Tourism Hotel Classification – June 2013 to December 2018 (ongoing): Hotel classification, training, tourism awareness

**Mozambique:** Strategic Tourism Development Plan – May 2014 to February 2016: Tourism planning, training

**Mozambique:** Human resource and SME development for the tourism sector in Inhambane province – May 2011 (Phase I) to 2017 (Phase II) (ongoing): Training, ecotourism, cultural and natural heritage and rural tourism

**Mozambique:** Vocational Training and SME Development for the Tourism Sector in Maputo – November 2011 (Phase I) to 2017 (Phase II) (ongoing): Training, tourism planning

**Myanmar:** Needs Assessment for Development of Tourism Statistics and Tourism Satellite Account – August to October 2016

**Oman:** Development of Tourism Statistics – April 2015 to 2017 (ongoing)

**Qatar:** Phased Implementation of the New Tourism Strategy and Action Plan – May 2013 to August 2016: Masterplanning and marketing

**Paraguay:** Development of tourism statistics and TSA –

November to December 2016

**Republic of Congo:** Sustainable Tourism Development Plan – December 2014 to June 2016: Tourism planning

**Timor-Leste:** Capacity Building for Tourism Employees in Dili – September 2012 to 2017 (ongoing): Training, development of tourism statistics

**Tunisia:** Image Campaign for Tourism Recovery – January to June 2016: Masterplanning and marketing

**Uganda:** Support for Development of Inclusive Markets for Tourism – September 2013 to March 2016: Masterplanning and marketing

**Uganda:** Kisizi Water Falls Tourism Development Plan – January to July 2016: Tourism planning, cultural and natural heritage and rural tourism

**United Arab Emirates:** Project document for a Tourism Development Strategy and Master Plan 2017-2026 for the UAE – July 2016: Tourism planning

**Zambia:** Development of Cultural Centres for Promotion of Community-based Tourism – 2008 to 2017 (ongoing): Cultural and natural heritage and rural tourism

**Zambia:** Livingstone Community Sustainable Tourism Resource Centre – January 2016 to 2017 (ongoing): Ecotourism, cultural and natural heritage and rural tourism

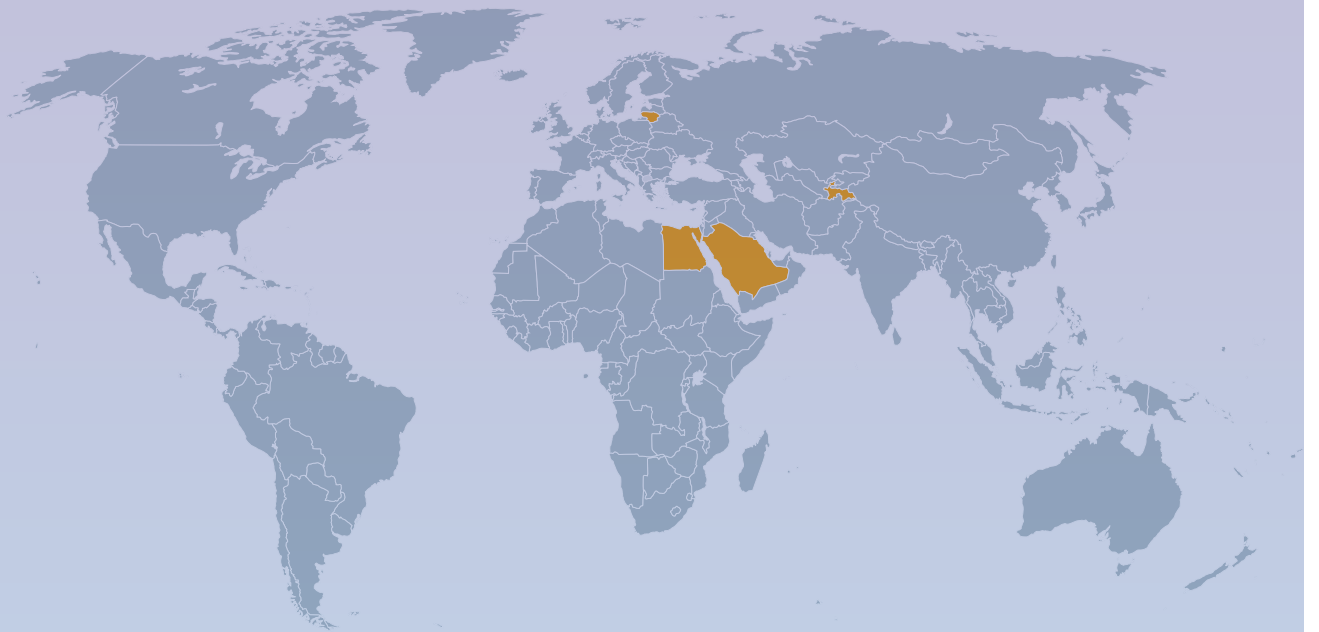
**Zimbabwe:** Enhancing Participation of Youth and Women in Tourism – October 2015 to 2017 (ongoing): Training (women and youth)

**Zimbabwe:** Victoria Falls Community Swimming Pool Refurbishment – April 2016 to 2017 (ongoing): Improvement of facilities, tourism awareness



# Regional Programme Missions

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**Egypt:** League of Arab States meeting on the Arab Tourism Strategy – February 2016

**Egypt:** Review and assessment of Egypt's Tourism communication strategy – September 2016

**Egypt:** Capacity building workshop on crisis management – September 2016

**Lithuania:** Capacity Building on Sustainability under the Framework of the International Year of Sustainable Tourism for Development – November 2016

**Macao SAR (China):** Capacity Building for Tourism Employees and Officials – May to November 2016

**Saudi Arabia:** Executive training on tourism strategy – November 2016

**Tajikistan:** Technical assistance on destination branding – June 2016

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# ST-EP Missions and projects

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## **Cameroon: Ecotourism Development at Kribi – October 2012 to December 2016: Ecotourism, cultural and natural heritage and rural tourism**

A five-year ST-EP project for the development of ecotourism products in Kribi in southern Cameroon, with funding from the UNWTO ST-EP Foundation and the Global Environment Facility (GEF) through the “COAST” project, was completed in December. With active consultation of communities, private sector and local stakeholders, the project formulated sustainable management plans for three nearby ecotourism sites: the Lobé waterfalls; the historic site and beaches of Grand Batanga; and the fishermen village of Londji. These plans gave good guidelines for developing ecotourism products and site protection measures beyond 2016, and formed the basis for developing small onsite facilities where local entrepreneurs can sell food, beverages and handicrafts. The project also built the capacity of local Pygmy groups to develop tourism circuits, organized training on agro-tourism, online marketing and environmental sustainability for hotels, and developed brochures to promote the different tourism activities in Kribi.

## **Timor-Leste: Marketing of Community-based Ecotourism Project – January 2016 to 2017 (ongoing): Ecotourism, cultural and natural heritage and rural tourism, masterplanning and marketing**

Tourism has become one of the main economic sectors in Timor-Leste. To diversify and enhance the local economy, the government is promoting community involvement in tourism through ecotourism development in rural areas. In particular, local communities working in accommodation, handicrafts and restaurants are being assisted. A ST-EP project assisted in preparing a marketing strategy outlining what stakeholders can do to showcase and manage community-based ecotourism successfully, and how to improve the quality of enterprises before embarking upon marketing and promotion activities.

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**Bosnia and Herzegovina:** Adventure Park of Children in Nature – May to November 2016: Improvement of facilities, tourism awareness, tourism planning

**Cameroon:** Ecotourism Development at Kribi – October 2012 to December 2016: Ecotourism, cultural and natural heritage and rural tourism

**Cambodia:** Community-based Tourism in Thala Barivat – April 2016 to 2017 (ongoing): Ecotourism, cultural and natural heritage and rural tourism

**(Islamic Republic of the) Gambia:** Kartong Ecotourism Project – November 2014 to February 2016: Improvement of facilities, tourism awareness, masterplanning and marketing

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**Lesotho:** Kome Rural Homestays – October 2012 to 2017 (ongoing): Tourism planning, cultural and natural heritage and rural tourism

**Mongolia:** Capacity Building for Tourism Employees – March 2015 to 2017 (ongoing): Training (women and youth)

**Republic of Congo:** Sustainable Tourism Development Plan – December 2014 to June 2016: Tourism planning

**Timor-Leste:** Marketing of Community-based Ecotourism Project – January 2016 to 2017 (ongoing): Ecotourism, cultural and natural heritage and rural tourism, masterplanning and marketing

**Timor-Leste:** Capacity Building for Tourism Employees in Dili – September 2012 to 2017 (ongoing): Training, development of tourism statistics

**Tunisia:** Hotel Classification

**Tunisia:** Image Campaign for Tourism Recovery – January to June 2016: Masterplanning and marketing

# UNWTO.Themis Foundation

In 2016, the UNWTO.Themis Foundation delivered:

**20** UNWTO.Capacity initiatives in  
**11** countries in Africa, the Americas and the Middle East

with a total of

**565** participants

The UNWTO.TedQual Certification Team helped a total of:

**73** tourism education programmes through the auditing process, including

**26** for UNWTO.TedQual Certification

**32** for 1st Certification

**41** for the renewal of their present certificates.

## UNWTO.QUEST:

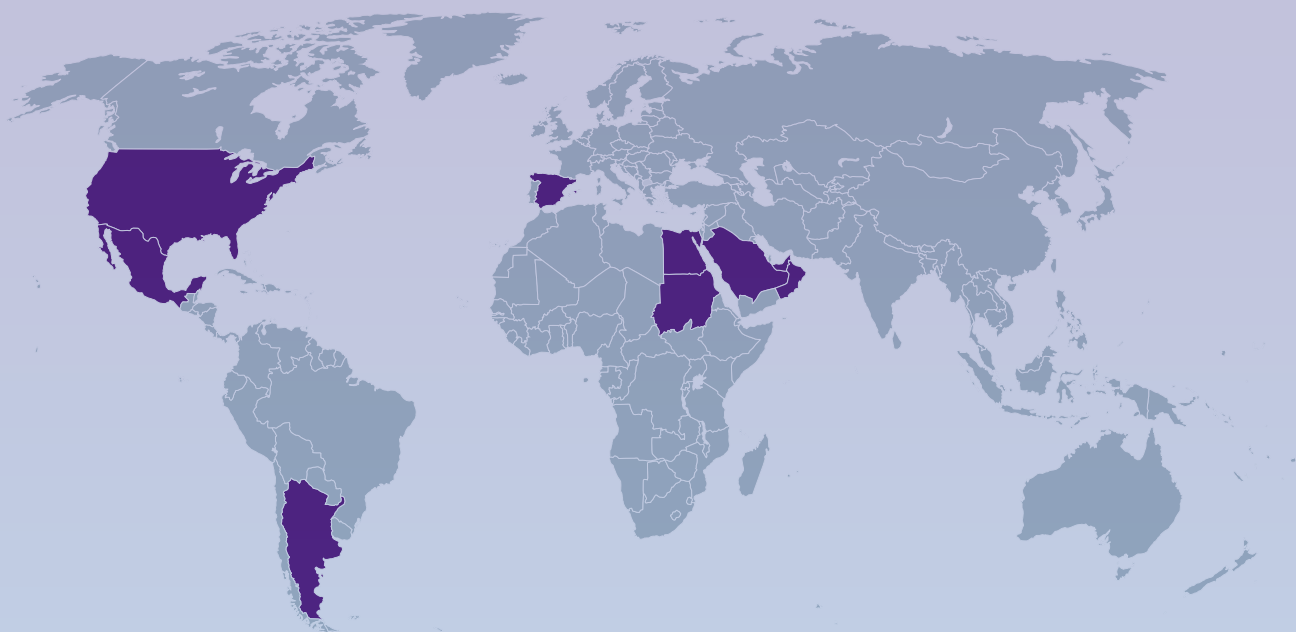
This certification programme, designed by UNWTO and implemented by the UNWTO.Themis Foundation, provides recognition to Destination Management Organizations (DMOs) who have shown quality and excellence in planning, governance and management. Throughout the programme, UNWTO and UNWTO.Themis Foundation assist DMOs in improving strategic leadership, effective implementation and efficient governance through tailor-made UNWTO.Themis Foundation training programmes.



UNWTO Executive Training Course in the United Arab Emirates on Leadership in Tourism.

# UNWTO.Capacity initiatives

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**Andorra:** Think Tank on Gastronomy Tourism Marketing – June 2016, onsite

**Argentina / Mexico:** International course on 'Excellence in Tourism Marketing: Social Media in Tourist Destinations' – September 2016, onsite

**Egypt:** International Course in Egypt on Crisis Management – September 2016, onsite

**Egypt:** International Course in Egypt on Tourism for Diplomats – October 2016, onsite

**Mexico:** Four training courses towards the part-time Masters in Management of Tourist Destinations at the University of Anahuac – July 2016, onsite

**Oman:** MICE Tourism Product Development – May 2016, onsite

**Oman:** Tourism Strategic Planning – May-June 2016, onsite

**Saudi Arabia:** Executive Training Course on Tourism Marketing – November 2016, onsite

**Saudi Arabia:** Executive Training Course on Tourism Heritage Management – November 2016, onsite

**Saudi Arabia:** Executive Training Course on Tourism Strategy – November 2016, onsite

**Saudi Arabia:** Executive Training Course on MICE – November 2016, onsite

**Spain:** Postgraduate courses in Marketing and Communication of Tourist Destinations and Planning and Strategy of tourist destinations – 2016-2017, online

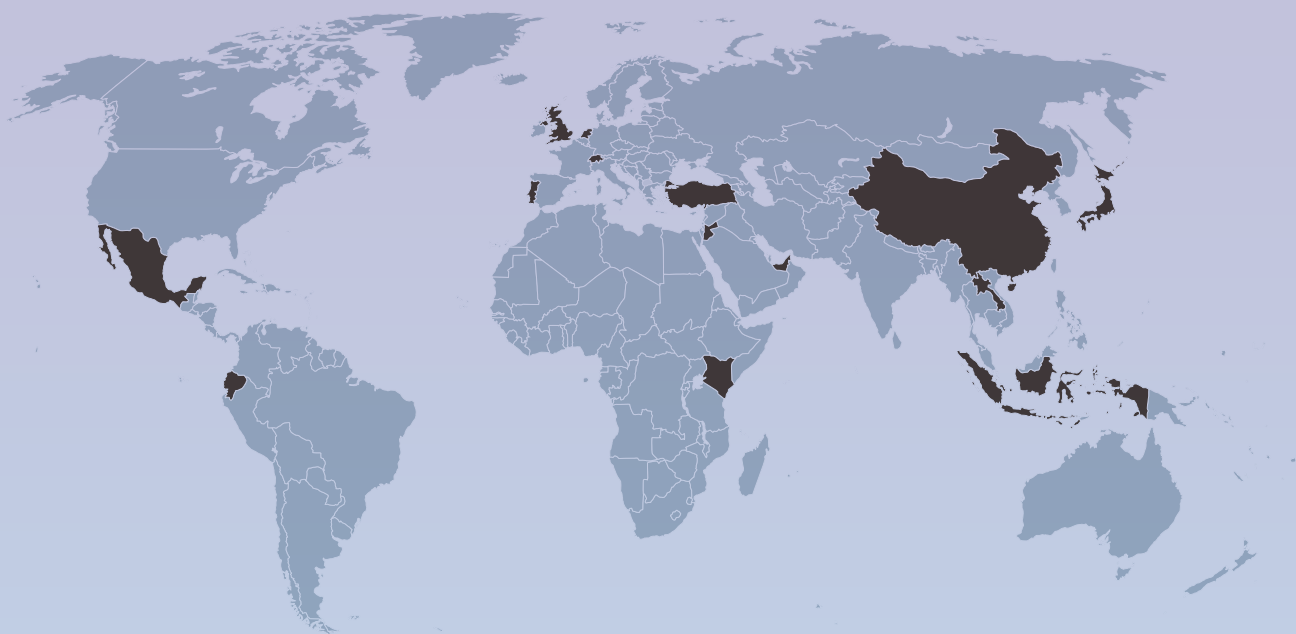
**Sudan:** Regional Executive Training Course in Sudan on Crisis Communication – November 2016, onsite

**United Arab Emirates:** Executive Training Course on Leadership in Tourism – October-November 2016, onsite

**United States:** Tourism as a Path to International Cooperation & Sustainable Development – October-December 2016, online

# UNWTO.TedQual certification

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**China:** Hotel and Tourism Institute, Vocational Training Council – first certification

**China:** Institute for Tourism Studies – renewal & first certification

**China:** Macao University of Science and Technology – renewal

**China:** Sun Yat-Sen University – renewal

**China:** Hong Kong Institute of Vocational Education – first certification

**China:** Hong Kong Polytechnic University – renewal

**Indonesia:** Indonesia University of Education –

**Indonesia:** Medan Academy of Tourism – first certification.

**Japan:** Wakayama University – first certification.

**Jordan:** Royal Academy of Culinary Arts – renewal

**Kenya:** Kenya Utali College – renewal

**Lao People's Democratic Republic:** Laos National Institute of Tourism and Hospitality – first certification.

**Mexico:** Autonomous State University of Mexico – renewal & first certification.

**Mexico:** Guanajuato University – renewal

**Mexico:** University of Anahuac – renewal

**Peru:** San Ignacio de Loyola University – first certification.

**Peru:** University of San Martin de Porres – renewal & first certification.

**Portugal:** Coimbra School of Higher Education – renewal

**Portugal:** Leiria Polytechnic Institute – renewal

**Portugal:** Viana do Castelo Polytechnic Institute – renewal

**Switzerland:** Lucerne University of Applied Sciences and Arts – renewal

**Netherlands:** Breda University of Applied Sciences, Strategy, Education and Research – renewal

**Turkey:** Bogaziçi University – renewal

**United Arab Emirates:** Amity University Dubai Campus – first certification.

**United Kingdom:** Leeds Beckett University – renewal

# Cultural tourism routes and the Silk Road programme

## The Western Silk Road Tourism Development Initiative:

Project partners: UNWTO and the European Union (EU)

Aimed at:

- revitalizing Silk Road heritage from the Caspian and Black seas to the Western Mediterranean basin
- strengthening cross-border partnerships;
- facilitating development of new tourism products focused on Europe's unique Silk Road heritage yet to be fully developed for tourism

Planned achievements:

- by end of 2017, brand research and an accompanying handbook to assess the potential of a Western Silk Road tourism brand;
- by end of 2017, two capacity building workshops focusing on joint training and bringing promising tourism segments outlined in the handbook to fruition;
- a collaborative platform borne of the workshops; and
- a Western Silk Road Work Group, open to public and private stakeholders, to ensure the efficacy and long-term viability of the project through active support and participation.



## Silk Road Promotional Activities:

In 2016, two television programmes aired on which the UNWTO Silk Road Programme collaborated. A four-part series, 'David Baddiel on the Silk Road', aired on Discovery Channel UK, part of a Discovery Channel network with a reach of 2.8 billion global subscribers in more than 220 countries and territories. It featured stunning landscapes, historical landmarks and inspiring cultures in China, Kazakhstan, Kyrgyzstan, Uzbekistan, Turkmenistan, Azerbaijan, Georgia and Turkey. Another, two-episode, documentary on 'The Silk Road' hosted by historian Dr. Sam Willis focused on the arts, heritage and culture of Tajikistan, Uzbekistan, Iran, Turkey, Italy and China. The programme aired in the UK and to 152 million subscribers of BBC World.

Specialized Silk Road training can play an important role in enhancing the visitor experience across the Silk Road. In 2016, the UNWTO Silk Road Programme delivered specialized training workshops in Almaty, Kazakhstan, along with local and international partners, on:

- product development for tour operators active along Almaty-Bishkek-Kashgar corridor;
- how to engage and successfully attract the Chinese tourism market; and
- improving heritage interpretation and guiding skills along the Silk Road.

## TripAdvisor Travel Trends for the Silk Road 2016

This special publication issued by UNWTO Affiliate Member TripAdvisor draws on the results obtained from a survey completed by 18,425 travellers. The study shows successes of Silk Road countries in offering valuable travel experiences, but also that there is room for more effectiveness in engaging potential visitors.

Among interesting findings, it shows that:

- 8 in 10 travellers have heard of the Silk Road
- 41% would be more likely to travel to the Silk Road if they could obtain a single Silk Road visa.

## 5th UNWTO Silk Road Tour Operators' Forum

ITB Berlin, Germany, 10 March

For the first time at ITB Berlin, UNWTO organized a two-hour workshop designed to empower inbound Silk Road tour operators to better understand, engage and work with the international travel trade and be more strategic when selecting agents and distribution channels.



# Cultural tourism routes and the Silk Road programme

## 6th UNWTO Silk Road Ministers' Meeting

ITB Berlin, Germany, 9 March

### Topic:

how PPPs can be most effectively realized to achieve the objectives of the UNWTO Silk Road Action Plan, given the importance of PPPs in the SDGs.

### Discussed:

- the valuable role of PPPs in marketing and promotion, infrastructure, heritage management, aviation, major events and risk management, amongst other development imperatives;
- UNWTO presented its fourth Silk Road Action Plan for 2016/2017, incorporating the 2030 Agenda for Sustainable Development and recent UNWTO trends and forecasts, while outlining novel strategies to improve collaboration within the programme's three key areas of work;
- UNWTO encouraged Silk Road Member States to incorporate the Action Plan into their national tourism development strategies.



## 6th UNWTO Silk Road Task Force Meeting

Urmia, Islamic Republic of Iran, 22-25 April

### Discussed:

advancing joint marketing, training, infrastructure, development and visa facilitation

### Examples of measures suggested:

- to develop a Silk Road mobile application with relevant travel information of all participating countries;
- to unify heritage guide and heritage protection standards along the Silk Road;
- to enhance coordination to improve cross-border travel;
- to establish a Silk Road Heritage Guide Training Centre; and
- to develop a new Silk Road Heritage Corridor connecting Iran with Iraq to further enrich and diversify the tourism offer of Silk Road countries.



# Cultural tourism routes

## Roundtable on Religious Tourism

Beirut, Lebanon, 29 May

Organized with the Ministry of Tourism of Lebanon, this roundtable culminated in an agreement to establish a core network on religious tourism in the region, which will develop and implement two pilot projects:

- In the Footsteps of Mary: Queen of Peace: will include significant destinations in the life of the Virgin Mary in Egypt, Israel, Palestine, Jordan and Lebanon.
- Bethlehem Christmas Destination: a new non-profit private-public partnership aiming to celebrate the birth of 'the Prince of Peace', designed as an annual international Bethlehem choir festival alongside an annual international Christmas market.

Both initiatives aim to harness the potential of religious tourism in the Holy Land to make a positive difference in our world, by promoting peace, economic prosperity and greater intercultural and interfaith understanding. The network on religious tourism also aims to advance peace by sharing religious tourism best practice, from environmental protection to heritage preservation and new marketing strategies.



## Phoenicians' Route Cultural Tourism Programme:

The potential to harness the culture and heritage inherited from the Phoenicians is undisputed. The built and natural assets along the historic Phoenicians' Route provide a wealth of ingredients for visitor experiences that can engage a variety of markets and segments.

In Beirut in May, the Working Group on the Phoenicians' Route Cultural Tourism Programme approved the Secretariat's action plan for developing three cultural tourism itineraries to support the route's development. These itineraries can open up opportunities for economic growth and inclusive development, while raising awareness of cultural heritage and promoting cultural pluralism, tolerance, dialogue and solidarity as key instruments to strengthen peace and security in the Mediterranean.

The itineraries, presented by UNWTO, the Council of Europe (EPACR-EICR) and the Ministry of Tourism of Lebanon in November 2016, will connect three continents, 18 countries and more than 80 towns. They cover the various periods of Phoenician heritage: the Origin; the Punics and the Sea, and the Expansion.







# AFFILIATE MEMBERS PROGRAMME

梨県  
日市市日永  
伊勢武道  
熊谷八地郎

有後藤万機工  
後藤竣司  
代表取締役 古賀重年  
言也

福岡県  
留米  
愛知  
半田市  
京都市  
兵庫  
大津市  
京都府  
津市  
滋賀  
彦根市  
岐阜  
岐阜市  
石川  
金沢市  
富山  
富山市  
山梨  
山梨市  
長野  
長野市  
新潟  
新潟市  
秋田  
秋田市  
岩手  
岩手市  
宮城  
仙台市  
福島  
福島市  
茨城  
水戸市  
栃木  
宇都宮市  
群馬  
群馬市  
埼玉  
さいたま市  
千葉  
千葉市  
東京都  
東京都  
神奈川  
横浜市  
新潟  
新潟市  
富山  
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宮城  
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福島  
福島市  
茨城  
水戸市  
栃木  
宇都宮市  
群馬  
群馬市  
埼玉  
さいたま市  
千葉  
千葉市  
東京都  
東京都  
神奈川  
横浜市

井上代表富田天工  
山下貞作  
出陣・賢台  
構井孝弘  
千代子  
田崎智弘  
哲哉・倫子  
折美申幸  
同兵累米  
中司一巳

井上代表富田天工  
山下貞作  
出陣・賢台  
構井孝弘  
千代子  
田崎智弘  
哲哉・倫子  
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# UNWTO Networks

UNWTO's Networks, overseen by the Affiliate Members Programme and open to both UNWTO Member States and Affiliate Members, bring together leading experts on specific areas of tourism to exchange expertise around a common interest or goal. The UNWTO Gastronomy Network and Shopping Tourism Network were both launched in 2015, followed by the City Tourism Network in November 2016.

## City Tourism Network and the Mayors for Tourism Initiative

The City Tourism Network is a platform for knowledge transfer, development and launch of innovative city tourism initiatives and prototypes, and for benchmarking and monitoring city projects. Included within it, and also launched in November, is the Mayors for Tourism Initiative, which aims to get tourism explicitly included as a priority in the global agenda for urban economic growth and development. Participating mayors are invited to share best practices in managing the challenges and opportunities that tourism presents to their local administrations, and to align their tourism-related policies with those of national governments.



## 2nd UNWTO Conference on Shopping Tourism

FITUR, Madrid, Spain, 22 January

Topic:

to present insights from leading shopping tourism stakeholders from the public and private sectors, representing different levels of the value chain.

Discussed:

how to overcome the barriers to growth for shopping tourism by creating, with public-private partnerships, structured and meaningful dialogue between all stakeholders in a shopping tourism destination.



## 2nd UNWTO World Forum on Gastronomy Tourism

Lima, Peru, 27-29 April

Topic:

exchange of experiences, responses to challenges, and best practices in gastronomy tourism, organized by Promperu and UNWTO in collaboration with the Basque Culinary Center.

Discussed:

boosting the professional development of the segment globally for all food tourism destinations, from emerging to established.

Examples of measures suggested:

proper management of gastronomy tourism should include criteria relative to responsibility, solidarity and sustainability, such as:

- inclusion of local communities and traditional raw materials and cuisine;
- heritage preservation;
- a firm commitment to research and training;
- transparency and consumer protection; and
- collaboration at all levels.



## **The 1st UNWTO Wine Tourism Prototype: The Joyful Journey**

Project partners: UNWTO and the Leading Brands of Spain Forum (FMRE)

Launched:

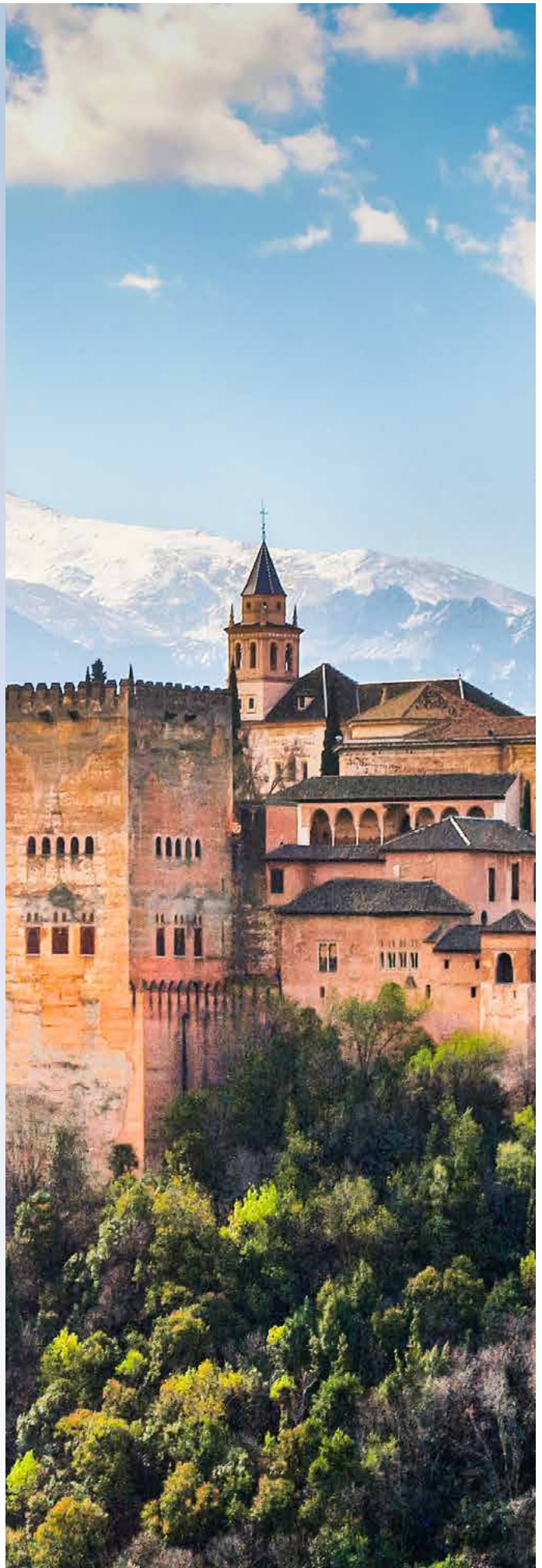
September 2016, during the 1st UNWTO Global Conference on Wine Tourism held in the Kakheti wine region of Georgia and derived from the Georgia Declaration on Wine Tourism, an outcome of the conference with recommendations for wine tourism development.

Aimed at:

- developing complex and innovative wine tourism products;
- meeting the new consumer demands of this relatively new form of tourism;
- promoting Spain and its culture through FMRE's member wineries.

Planned achievements:

- completing assessment of five major Spanish wineries from different wine regions in relation to other markets and in the technical design of the tourism model;
- studying the wineries' impact on, and integration into, their surroundings including their influences on local and regional history, socio-economics and culture;
- developing a technical design, brand image, product development strategy, communications plan and governance model.



# Affiliate Members Reports

## Global Report on the Power of Youth Travel

Produced by UNWTO and the World Youth Student and Educational Travel Confederation

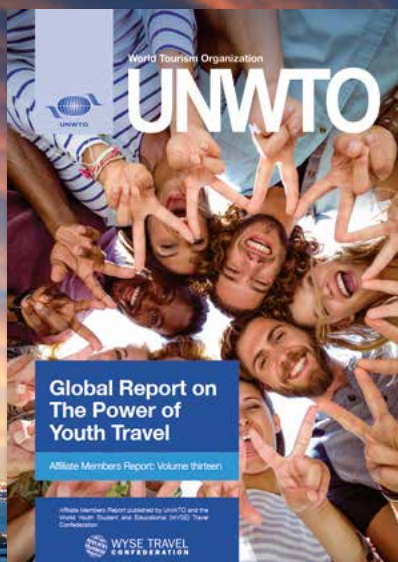
This report explores the dynamics of youth travel, which has become one of the fastest-growing segments of international tourism representing more than 23% of tourists travelling internationally each year. Its various case studies illustrate the value of collaboration between private enterprises and public bodies in addressing the demands of youth tourism and helping destinations fully harness the opportunities youth travel has to offer local communities, local tourism businesses, and environmental protection efforts.



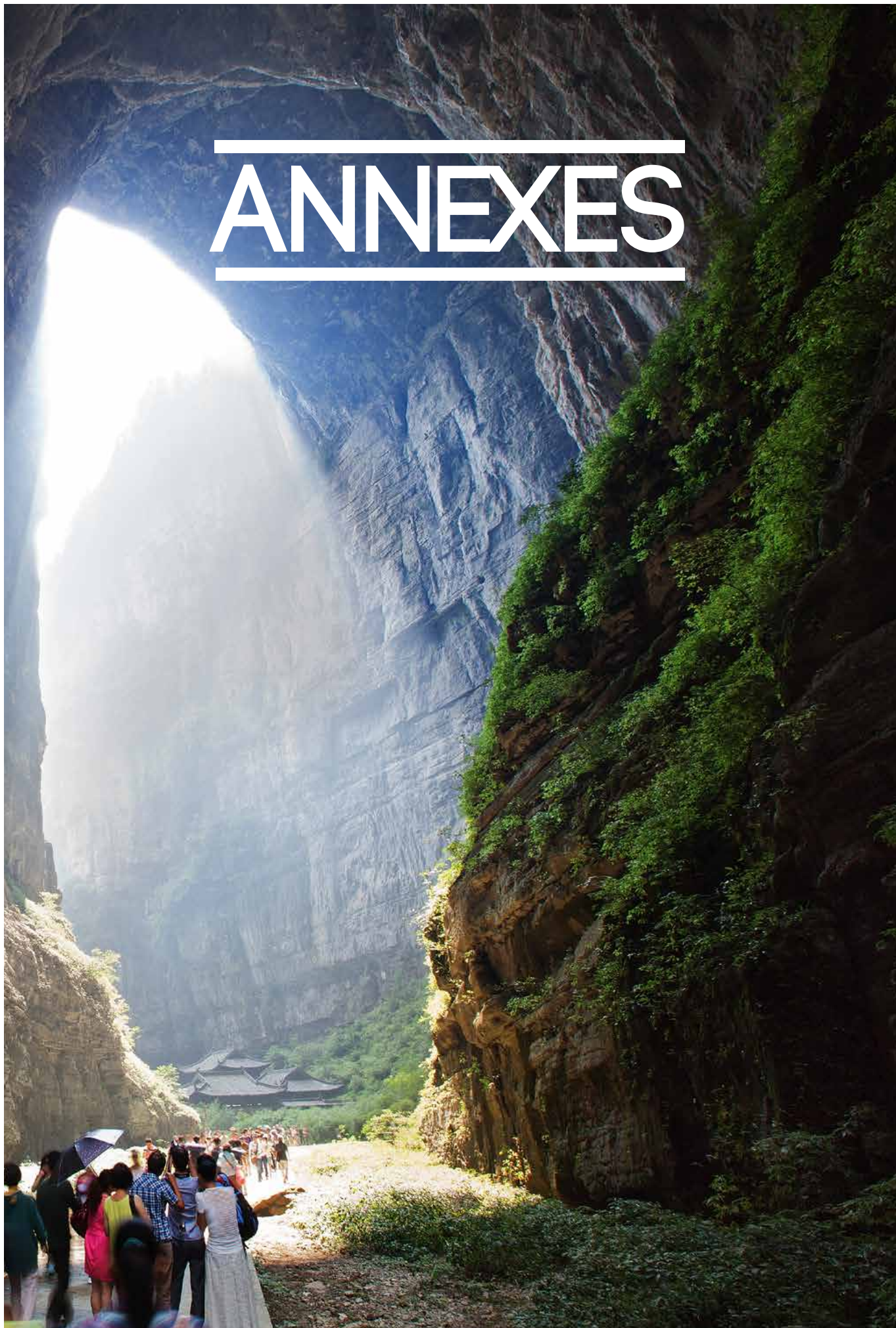
## Global Report on the Transformative Power of Tourism: A paradigm shift towards a more responsible traveller

Produced by UNWTO and the Institute of Tourism in Zagreb, Croatia

This report highlights tourism as a transformative medium for promoting sustainable practices and conscientious living. It provides recent academic and industry-based research on socially and environmentally conscious tourists who employ tourism as a medium to reinvent themselves and promote sustainable practices that have a positive impact on local communities. With the contribution of 14 Affiliate Members as well as other organizations, the report includes case studies from 15 different countries of tourism as an instrument of opportunity and social inclusion.



# ANNEXES



# UNWTO Member States

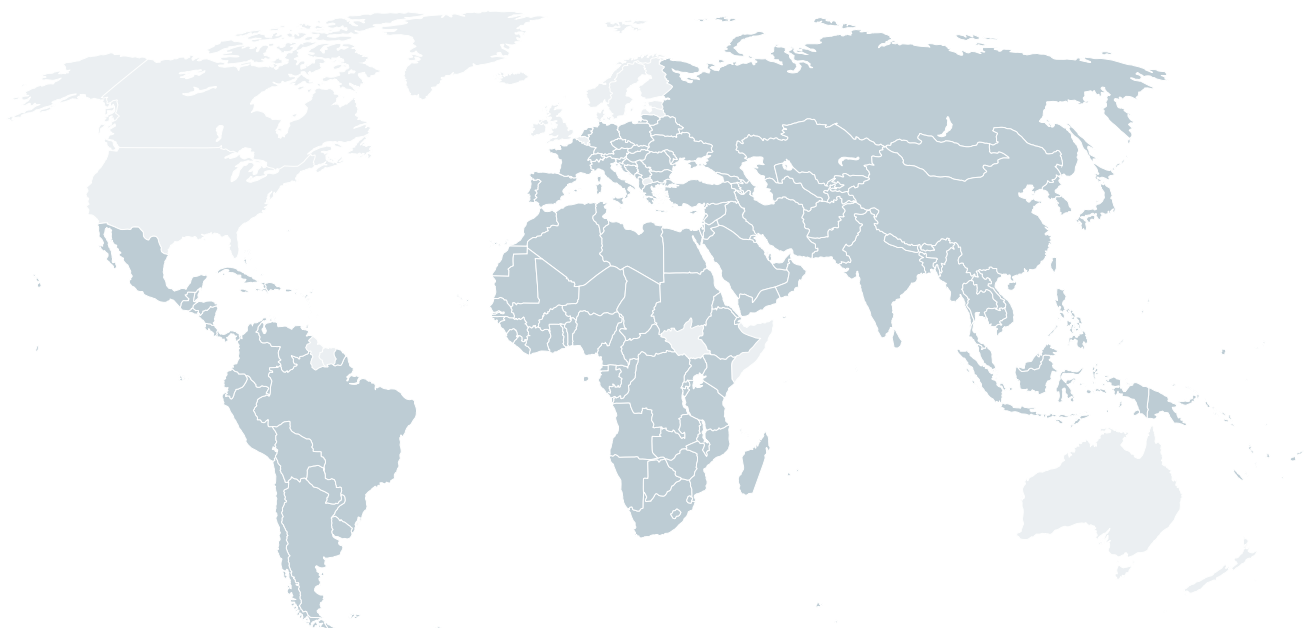
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## Africa

Algeria (1976)	Ethiopia (1975)	Niger (1979)
Angola (1989)	Gabon (1975)	Nigeria (1975)
Benin (1975)	Gambia (1975)	Rwanda (1975)
Botswana (1995)	Ghana (1975)	Sao Tome and Principe (1985)
Burkina Faso (1975)	Guinea (1985)	Senegal (1975)
Burundi (1975)	Guinea-Bissau (1991)	Seychelles (1991)
Cabo Verde (2001)	Kenya (1975)	Sierra Leone (1975)
Cameroon (1975)	Lesotho (1981)	South Africa (1994)
Central African Republic (1995)	Liberia (2011)	Sudan (1975)
Chad (1985)	Madagascar (1975)	Swaziland (1999)
Congo (1979)	Malawi (1975)	Togo (1975)
Côte d'Ivoire (1975)	Mali (1975)	Tunisia (1975)
Democratic Republic of the Congo (1979)	Mauritania (1976)	Uganda (1975)
Djibouti (1997)	Mauritius (1975)	United Republic of Tanzania (1975)
Equatorial Guinea (1995)	Morocco (1975)	Zambia (1975)
Eritrea (1995)	Mozambique (1995)	Zimbabwe (1981)
	Namibia (1997)	

## Americas

Argentina (1975)	Ecuador (1975)	Peru (1975)
Bahamas (2005)	El Salvador (1993)	Trinidad and Tobago (2013)
Barbados (2015)	Guatemala (1993)	Uruguay (1977)
Bolivia (1975)	Haiti (1975)	Venezuela (1975)
Brazil (1975)	Honduras (2001)	
Chile (1975)	Jamaica (1975)	<b>Associate Members</b>
Colombia (1975)	Mexico (1975)	Aruba (1987)
Costa Rica (1995)	Nicaragua (1991)	Puerto Rico (2002)
Cuba (1975)	Panama (1996)	
Dominican Republic (1975)	Paraguay (1992)	



# UNWTO Member States

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## Asia and the Pacific

Afghanistan (1975)  
Bangladesh (1975)  
Bhutan (2003)  
Brunei Darussalam (2007)  
Cambodia (1975)  
China (1983)  
Democratic People's Republic of Korea (1987)  
Fiji (1997)  
India (1975)  
Indonesia (1975)  
Iran, Islamic Republic of (1975)

Japan (1978)  
Lao People's Democratic Republic (1975)  
Malaysia (1991)  
Maldives (1981)  
Mongolia (1990)  
Myanmar (2012)  
Nepal (1975)  
Pakistan (1975)  
Papua New Guinea (2005)  
Philippines (1991)  
Republic of Korea (1975)

Samoa (2015)  
Sri Lanka (1975)  
Thailand (1996)  
Timor-Leste (2005)  
Vanuatu (2009)  
Viet Nam (1981)

### **Associate Members**

Hong Kong, China (1999)  
Macao, China (1981)

## Europe

Albania (1993)  
Andorra (1995)  
Armenia (1997)  
Austria (1975)  
Azerbaijan (2001)  
Belarus (2005)  
Bosnia and Herzegovina (1993)  
Bulgaria (1976)  
Croatia (1993)  
Cyprus (1975)  
Czech Republic (1993)  
France (1975)  
Georgia (1993)  
Germany (1976)  
Greece (1975)  
Hungary (1975)  
Israel (1975)  
Italy (1978)

Kazakhstan (1993)  
Kyrgyzstan (1993)  
Lithuania (2003)  
Malta (1978)  
Monaco (2001)  
Montenegro (2007)  
Netherlands (1976)  
Poland (1976)  
Portugal (1976)  
Republic of Moldova (2002)  
Romania (1975)  
Russian Federation (1975)  
San Marino (1975)  
Serbia (2001)  
Slovakia (1993)  
Slovenia (1993)  
Spain (1975)  
Switzerland (1976)

Tajikistan (2007)  
The former Yugoslav Republic of Macedonia (1995)  
Turkey (1975)  
Turkmenistan (1993)  
Ukraine (1997)  
Uzbekistan (1993)

### **Associate Members**

Flemish Community of Belgium (1997)  
Madeira (1995)

### **Permanent Observer**

Holy See (1979)

## Middle East

Bahrain (2001)  
Egypt (1975)  
Iraq (1975)  
Jordan (1975)  
Kuwait (2003)  
Lebanon (1975)  
Libya (1977)

Oman (2004)  
Qatar (2002)  
Saudi Arabia (2002)  
Syrian Arab Republic (1975)  
United Arab Emirates (2013)  
Yemen (1977)

### **Special Observer**

Palestine (1999)

# Meetings of UNWTO Governing Bodies, Regional Programmes and Working Groups in 2016

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**16th meeting of the Committee on Statistics and Tourism Satellite Account**

Tbilisi, Georgia, 26-27 January

**31st meeting of the World Tourism Network on Child Protection**

Berlin, Germany, 10 March

**58th meeting of the UNWTO Commission for Africa**

Abidjan, Côte d'Ivoire, 19 April

**6th UNWTO Silk Road Task Force Meeting**

Urmia, Iran, 22-25 April

**17th meeting of the World Committee on Tourism Ethics**

Madrid, Spain, 26-27 April

**60th meeting of the UNWTO Commission for the Americas**

Havana, Cuba, 3 May

**103rd session of the UNWTO Executive Council**

Malaga, Spain, 9-11 May

**60th meeting of the UNWTO Commission for Europe**

Vilnius, Lithuania, 25 May

**28th joint meeting of the UNWTO Commission for East Asia and the Pacific and South Asia**

Nara, Japan, 1-4 June

**8th meeting of the Working Group on the International Convention on the 'Protection of Tourists and the rights and obligations of Tourism Service Providers'**

Madrid, Spain, 29 June

**1st meeting of the Working Group of Experts on Measuring Sustainable Tourism**

Madrid, Spain, 20-21 October

**38th plenary session of the UNWTO Affiliate Members**

Yerevan, Armenia, 2 October

**104th session of the UNWTO Executive Council**

Luxor, Egypt, 30 October-1 November



## Full list of 2016 publications

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**UNWTO Tourism Highlights 2016** (English, French, Japanese, Spanish)

**UNWTO World Tourism Barometer** (issues 3 and 4 published in May and July 2016) (Trilingual)

**Yearbook of Tourism Statistics, Data 2010 – 2014, 2016 Edition** (Trilingual)

**Compendium of Tourism Statistics, Data 2010 – 2014, 2016 Edition** (Trilingual)

**Accessible Tourism for All: An Opportunity within Our Reach** (electronic) (English)

**Case Studies of Traditional Cultural Accommodations in Korea, Japan and China** (with KCTI) (English)

**El Sector Turístico y los Objetivos de Desarrollo Sostenible – Turismo responsable, un compromiso de todos** (interactive PDF; with Global Compact Network Spain) (Spanish)

**Innovative Catalysts Boosting Sustainability in the Tourism Sector: Based on cases and initiatives from Germany** (English with an Executive Summary available in German)

**Manual on Accessible Tourism for All: Principles, Tools and Best Practices – Module I** (English, French)

**Manual on Accessible Tourism for All: Principles, Tools and Best Practices – Module V: Best Practices in Accessible Tourism** (English, French)

**Mekong River-based Tourism Product Development** (English)

**Practical Guidelines for the Integrated Quality Management in Tourism Destinations** (English)

**Silk Road Action Plan 2016/2017** (English, Russian)

**Supporting Tourism for Development in Least Developed Countries** (with EIF and ITC) (English)

**Sustainable Cruise Tourism Development Strategies – Tackling the Challenges in Itinerary Design in South-East Asia** (English)

**Tourism and Culture Partnership in Peru – Models for Collaboration between Tourism, Culture and Community** (English, Spanish)

**Tourism and the Sustainable Development Goals** (Arabic, Spanish)

**Tourism Statistics and TSA Compilation Methods in Asian Countries** (English)

**Tourism Stories – How tourism enriched my life** (Russian)

**Towards Measuring the Economic Value of Wildlife Watching Tourism in Africa** (French)

**UNWTO Affiliate Members Report, Volume thirteen – Global Report on the Power of Youth Travel** (English)

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**UNWTO Affiliate Members Report, Volume fourteen – Global Report on the Transformative Power of Tourism: a paradigm shift towards a more responsible traveller** (English)

**UNWTO Conference: Tourism – A Catalyst for Development, Peace and Reconciliation** (English)

**UNWTO/GTERC Annual Report on Asia Tourism Trends – 2016 Edition** (English)

**UNWTO ON THE GROUND – biannual newsletter** (electronic) (English)

**UNWTO / PATA Tourism Updates – bimonthly report** (electronic) (English)

**UNWTO Recommendations on Accessible Information in Tourism** (electronic) (English, French)

**Visa Openness Report 2015** (English)

**World Tourism Day 2016 “Tourism for All – promoting universal accessibility” – Good Practices in the Accessible Tourism Supply Chain** (English, French, Spanish)

**Basic Statistics Set 2016** (electronic) (Trilingual)

**Compilation of UNWTO Recommendations, 1975–2015** (electronic) (English, French, Spanish)

**Compilation of UNWTO Declarations 1980–2016, July 2016** (electronic) (Trilingual)

**Highlights of the 1st UNWTO Conference on Accessible Tourism in Europe** (English)

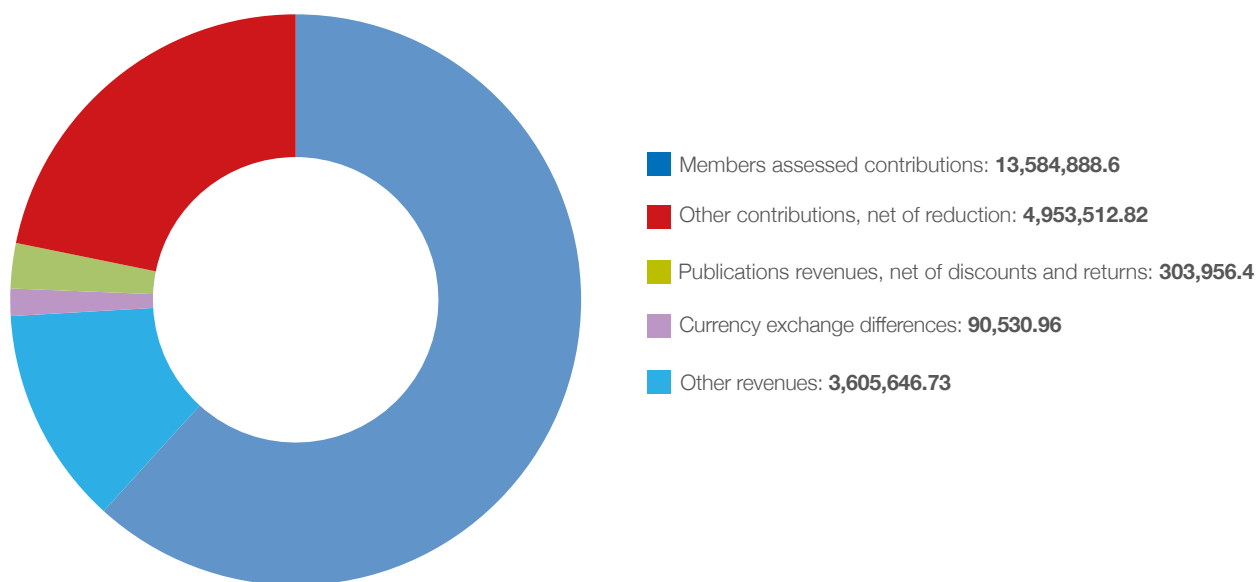
**UNWTO Annual Report 2015** (English)

**UNWTO Conference: Tourism – A Catalyst for Development, Peace and Reconciliation** (English)

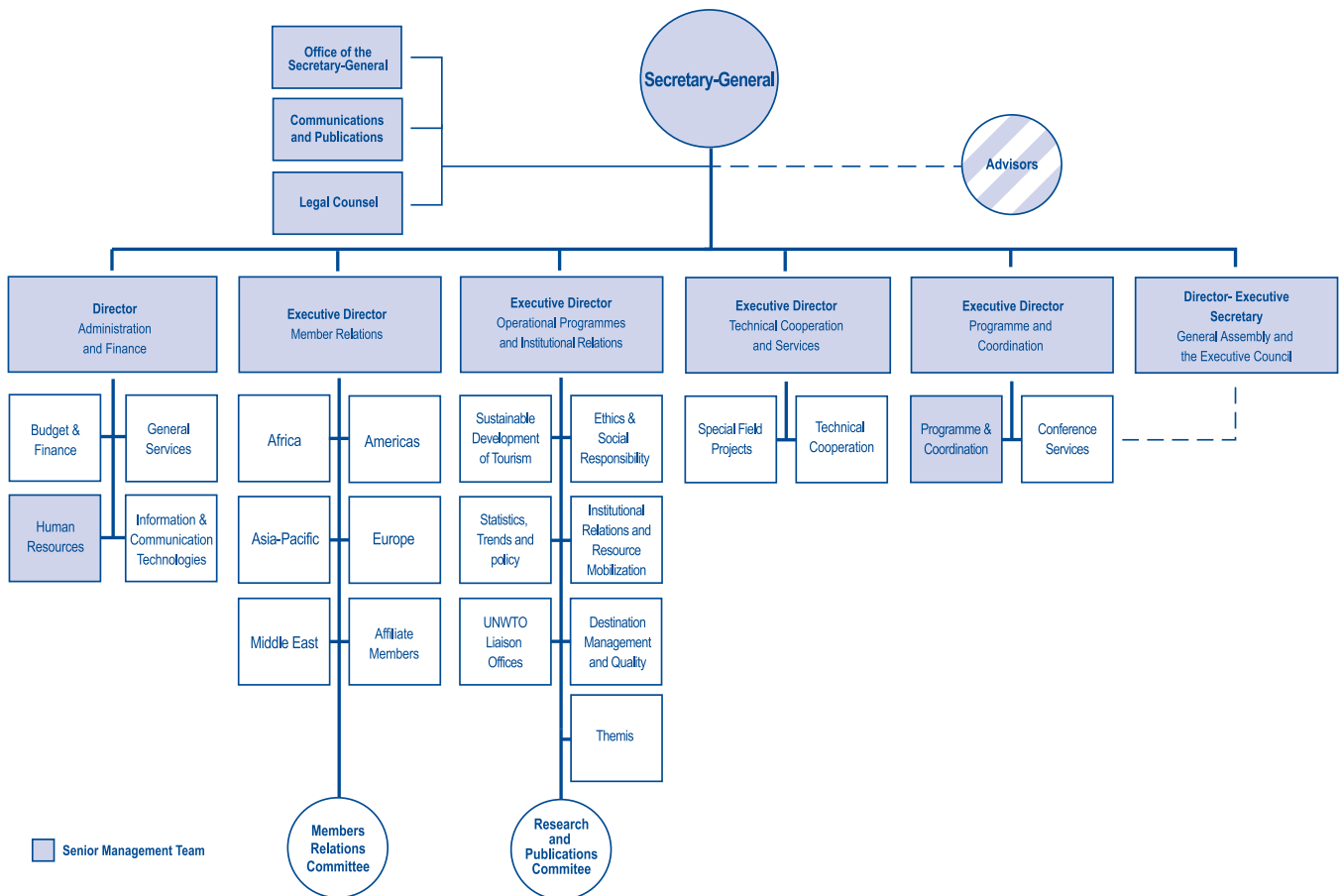
## Organizational structure and finances

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### UNWTO 2016 Revenues (€)



# UNWTO Secretariat Organizational Chart (April 2017)



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Kilimanjaro elephants in Amboseli National Park, Kenya

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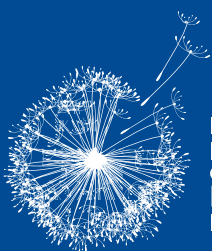
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2017  
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OF SUSTAINABLE TOURISM  
FOR DEVELOPMENT

