



AFFILIATE MEMBERS DEPARTMENT

**PROGRAMME OF
WORK 2022**

43RD UNWTO

AFFILIATE MEMBERS PLENARY SESSION

MADRID 30 NOVEMBER 2021



UNWTO
World Tourism Organization

Executive Summary

The **Programme of Work 2022** is the roadmap document outlining the specific objectives of the Affiliate Members Department, in line with UNWTO's main goals and programmatic priorities.

The **UNWTO Affiliate Members Department (AMD)** is the Organization's working unit in charge of promoting public-private cooperation in tourism and fostering synergies among Member States and Affiliate Members. Bringing together over 500 private companies, associations, educational institutions and destinations, the UNWTO Affiliate Membership provides an unparalleled space for members to engage in dialogue, share information and take further action for a better tourism.

The Programme of Work 2022 defines the objectives and priority lines of action of the Affiliate Members Department, in full alignment with UNWTO's Management Vision, Objectives and Priorities and based on the regular consultations with the Board of Affiliate Members and with the UNWTO Affiliate Membership as a whole.

The present document has been elaborated taking into consideration the proposals received from our Affiliate Members in preparation for the **43rd Affiliate Members Plenary Session** (Madrid, Spain, 30th November 2021), organized in the framework of the 24th UNWTO General Assembly.

Elaborated under the logic of continuation and reinforcement of the previous Programme of Work, this document constitutes yet another decisive step to reinforce the partnership among UNWTO, its Member States and its Affiliate Members and it is structured as follows:

- I. **UNWTO's Management Objectives and Priorities for 2022-2023**
- II. **Analysis of the needs of the UNWTO Affiliate Members**
- III. **Programme of Work 2022 (PoW 2022)**

UNWTO's Management Objectives and Priorities for 2022-2023

Tourism is among the top five economic sectors ahead of the world economy and of global trade. It has significant impacts on job creation, investment, and infrastructure development. Its cross-cutting nature and sustained growth over the last decades bring immense opportunities for the overall advancement of the 17 Goals of the 2030 Sustainable Development Agenda.

The COVID 19 recovery context. Tourism suffered its greatest crisis on record in 2020-2021 with international tourism numbers falling back to levels of 30 years ago following an unprecedented health, social and economic emergency amid the outbreak of the COVID-19 pandemic. UNWTO has worked to ensure a coordinated and effective global response through initiatives such as the creation of the Global Tourism Crisis Committee, which has had a remarkable engagement of some of the Affiliate Members.

In the wake of the COVID-19 crisis, the AMD and the UNWTO Affiliate Membership have responded fast to this unprecedented challenge by refocusing its work and prioritizing the actions, proposals and projects aiming at adapting and preparing the tourism sector for the new context.

At the time of the elaboration of this PoW, the sector is showing signs of recovery. Tourism stakeholders and decision-makers have known how to adapt and/or reinvent their businesses, but nonetheless many challenges remain.

UNWTO has actively reacted since the beginning of the pandemic, in support to its Members and the whole sector. The Management Vision proposed by the Secretary-General in 2018 has been updated accordingly, to set out the [UNWTO's Management Objectives and Priorities for 2022-2023](#) based on (a) the Secretary-General's Statements of Policy and Management and (b) the needs and priorities of UNWTO Members States in order to adapt in order to adapt the Organization to the new post-crisis situation and better prepare for the future. It includes **(a) strategic objectives** ensuring leadership for the Organization and the sector in the long run and **(b) programmatic priorities** permitting the rational use of resources.

UNWTO Strategic objective 1: Strong Coordination. Effective Policy Guidance and New Partnerships.

In the face of an unprecedented crisis and against a backdrop of heightened uncertainty, UNWTO needs to continue leading in the coordination of international efforts to support the sector's recovery and restore confidence through the adoption of common approaches, measures and regulatory frameworks that effectively address the current challenges ahead, build a united sector around sustainability and leave nobody behind.

UNWTO Strategic objective 2: Diversification of services to Members and expansion of membership Guidance and New Partnerships. The Organization needs to explore new and innovative ways to further strengthen the delivery to its Members.

UNWTO Strategic objective 3: Management and Modernization of the Organization. It is essential to strengthen the strategic planning and continue the process of modernizing the Organization and improving its effectiveness, by better focusing its structure and activities around strategic objectives, by prioritizing its limited resources, eliminating inefficiencies and ensuring an agile, accountable and responsive workforce

Programmatic priorities. In the framework of the three strategic objectives, the Secretary-General proposes to continue working along the following five programmatic priorities, responding to the needs of its Members.

Priority 1: Make tourism smarter: innovation and the digital transformation

Priority 2: Green investments and entrepreneurship

Priority 3: Education and jobs

Priority 4: Build resilience, foster market intelligence and facilitate travel

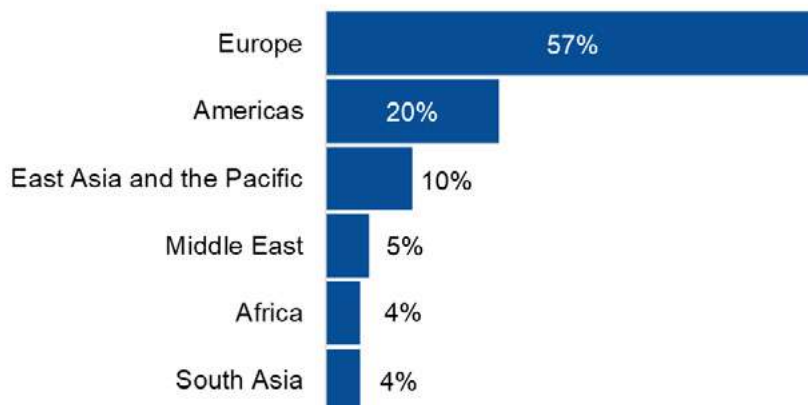
Priority 5: Protect our heritage: social, cultural and environmental sustainability

Within this new and challenging context, the AMD continues its work to achieve the **strategic objective** established by the Secretary General for this Department: **strengthen UNWTO's capacity to deliver value, through the contribution of its Affiliate Membership.**

Analysis of the needs of the UNWTO Affiliate Members

At the World Tourism Organization, the private sector is considered a fundamental partner in the fulfilment of the general mandate on the promotion and implementation of sustainable development of tourism. The Affiliate Membership constitutes an extremely valuable asset of UNWTO, as the only United Nations agency that includes entities from the private sector as Members.

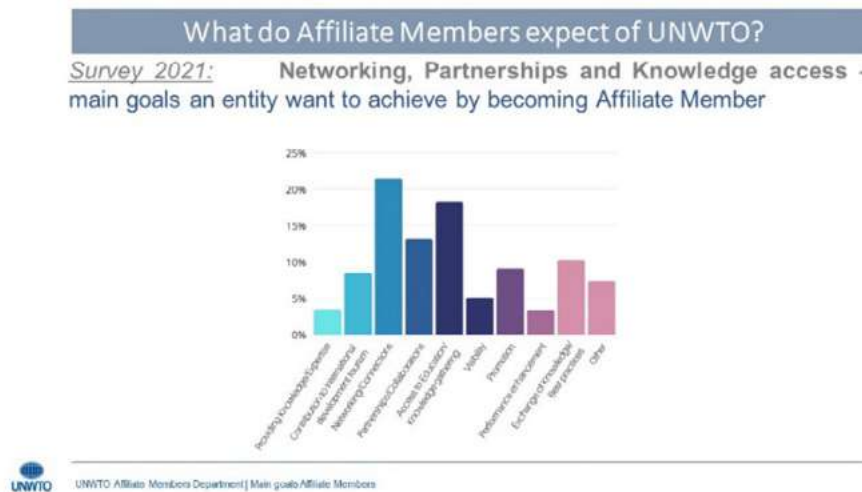
Today, the UNWTO Affiliate Membership brings together over 500 member organizations from more than 80 countries – including destination management companies (DMOs), associations from transportation, accommodation, MICE sector, educational and research institutions, NGOs, media companies and many others. It offers a unique space for dialogue and sharing information and best practices, while providing direct access to UNWTO’s events and expertise



For the elaboration of the 2022 AMD programme of Work, in the context of the unprecedented challenge posed by the restart of tourism after the COVID pandemic, AMD have considered it of utmost importance to understand the most extended expectations, needs and priorities of our Affiliate Members and, based on this important input, to elaborate a solidly grounded and AMs oriented Programme of Work for the coming years.

The outcomes of the 2021 Survey on the Affiliate Membership – solid basis for the elaboration of the POW 2022. In order to increase the value of the UNWTO Affiliate Membership, AMD has carried out in 2021 a survey among the Affiliate Members, targeting to identify their expectations, needs

and priorities and to develop a Value Proposition addressed to our UNWTO Affiliate Membership, including a detailed package of products and services that would provide concrete benefits to the Affiliate Members. These insights have been of great importance to get a greater understanding of such fundamental inputs for the PoW to be elaborated and proposed.



The 3 main goals Affiliate Members want to achieve with their membership are:

- **the opportunities to network** and make connections with other private sector organizations but also the public sector,
- **to collaborate with other Affiliate Members** and to partner with them in order to engage and tackle topics and challenges together, as well as
- **having firsthand access to knowledge** regarding the trends/developments within the sector but also on what other organizations are doing.

Outcomes of the survey and interviews have shown that in-person events are considered very valuable on order for members to connect and network. However, there is a need for a more regular exchange and opportunities to connect. The interviews have gone in depth about this topic and provided additional insights into value creation within the benefit of networking and making connections and partnerships:

- **More hands-on collaboration opportunities:** what are other Affiliate Members working on and providing opportunities to find matching interests/themes.
- **Creating directory of** potential partners (Affiliate Members) categorised/labelled additionally on topics of interest and specific demographics.
- **Guidance on how to make use of the benefits** and who to contact.
- **Training content/sessions:** to learn and know best practices and other experiences that help in day-to-day management.

The results of the survey research were presented during the 54th Affiliate Members Board Meeting (held in May 2021 in the framework of FITUR 2021). This provided the opportunity to the Board of Affiliate Members to comment on and discuss the outcomes, focusing on the request to:

- **increase the AMs engagement** and make them feel better integrated.
- **Count on networking opportunities available on different levels -local/national/international- and topics**, an approach which would help the Affiliate Members to better connect and collaborate, according to their specific needs and interests.

The overall message received from our Affiliate Members is that the support and services currently provided by the UNWTO Affiliate Membership are enough to potentially meet the expectations of the Affiliate Members. However, there is a need to progress into a more personalized and segmented approach, based on a more in-depth and permanent knowledge of the Affiliate Membership by sector and/or regions, in order to increase the value of the Membership. The survey outcomes have been thoroughly considered, so that current PoW is fully synchronized with the inputs received from our Affiliate Members concerning their expectations and priorities.

New Legal Framework of the Affiliate Membership. Starting from extensive analysis and evaluation of the membership, based on inputs received from Members and surveys carried out in 2019 and 2021, AMD reached the conclusion that is essential and urgent to update and modernize the current legal framework of the UNWTO Affiliate Membership, Legal Framework with coherent structure and plenty in accordance with UNWTO Statutes.

The Executive Council at its 112th Session established a Working Group for the Reform of the UNWTO Affiliate Membership Legal Framework (WG-AMLR) with the mandate to update and modernize the existing legal basis and to create a specialized Committee on Matters Related to Affiliate Membership.

After an intense and fruitful process of consultations and 7 meetings, on 15th of July, the Working Group has approved the proposed text of the new Legal Framework, to be presented for approval by the 24th General Assembly. The main outcomes are:

- **Creation of a specialized “Committee on Matters Related to Affiliate Membership” (CMAM)** to serve as a much necessary institutional vehicle for an effective integration of the Affiliate Members with the Governments and within UNWTO
- **Provide the necessary tools to promote a quality-oriented expansion of the Affiliate Membership and** to establish a more demanding eligibility criteria and a clearer description of the categories of entities to which the Affiliate Membership is open.
- **Regulation of the functions and working methods of the Plenary and the Board, by improving the** rigor and clarity of the specification of the prerogatives and responsibilities of the Governing Bodies of the Affiliate Membership: the Board and the Plenary.

Within this context, the Reform of our legal basis was the highest priority in the Affiliate Members Department since January 2020. **The implementation of the New Legal Framework of the Affiliate Membership will be a high AMD's priority for 2022.** A successful implementation at the operational level would be a decisive step towards an effective integration of Affiliate Members within UNWTO and the promotion of enriching synergies and relations with Member States.

Programme of Work 2022 (PoW 2022)

- The proposals included in the PoW 2022 are oriented to achieve objective established by the Secretary General for this Department: **strengthen UNWTO's capacity to deliver value, through the contribution of its Affiliate Membership.**

The above would consolidate the Affiliate Membership as an essential asset of the Organization, allowing UNWTO to take full advantage of the experience and capacity of the private tourism sector to produce innovative projects.

- Programme of Work 2022 has been designed considering:
 - UNWTO's Management Objectives and Priorities for 2022-2023.
 - The outcomes of the 2021 Survey on the Affiliate Membership.
 - The proposals received from our Affiliate Members in preparation for the 43rd Affiliate Members Plenary Session
 - The foreseeable and expected availability in 2022 of the mechanisms, procedures and facilities provided by the new Legal Framework of the Affiliate Membership, as basis for the proper implementation of some of the proposals included in this PoW.

AMD priority lines of action. AMD will try to achieve the objectives established through activities structured in accordance with the following priority lines of action:

- Deliver value for UNWTO Affiliate Members
- Promote the effective integration of Affiliate Members within UNWTO and their collaboration with Governments
- Expand and reinforce the UNWTO Affiliate Membership
- Provide modernized and efficient management for the Affiliate Membership network

Annexes: All the concrete activities foreseen/proposed for 2022 are detailed in the attached Annex, structured around four chapters:

- UNWTO statutory and / or high-level meetings
- UNWTO main conferences and events with participation of Affiliate Members
- Affiliate Members Department's main projects and initiatives; and
- AMs projects and initiatives to be implemented with UNWTO support.

1.1 Priority line of action 1: Deliver value for UNWTO Affiliate Members

The partnership between the UNWTO and the private sector brings a unique opportunity to take advantage of the rich experience and capacity of the tourism private sector to produce ideas and innovative projects. AMD is committed to continuously improving its capacity to attract and filter such valuable inputs. To achieve this goal in 2022, the following will be prioritized:

- a. Calls for proposals to incorporate AMs inputs.** AMD will continue to regularly launch 'Calls for proposals' to gather solid proposals and best practices on specific sectors and topics, including:
- **Calls for proposals for the Programme of Work 2023**, to be launched in September 2022 in order to gather proposals for joint activities with Affiliate Members to be implemented in 2023.
 - **Affiliate Members Corner** in the framework of UNWTO statutory meeting and other major events dedicated to the tourism industry, such as FITUR Madrid, ITB Berlin and WTM London, during their 2022 editions, and other tourism events on specific products.
 - **Initiatives and projects** developed by the Organization in collaboration with Affiliate Members, for which call for proposals will be sent through AMConnected providing details for direct involvement of Affiliate Members with specific knowledge or expertise in the project to be implemented. The approach to this will continue to be to find win-win relationships among Affiliate Members, Member States and UNWTO.

AMD will encourage and support the projects received from the Affiliate Members which could bring tangible and direct contributions with priority focused on:

- b. Regional and international cooperation among Member States and Affiliate Members.** With the implementation of the New Legal Framework of the Affiliate Membership over the course of 2022, AMD will put in place new mechanisms to enable more channels of cooperation among Member States and Affiliate Members. These mechanisms will focus on approaches at the regional and international level and different topics based on the interest-driven cooperation in specific areas such as sustainability or accessibility.
- c. Training and capacity building initiatives, activities and projects**, aiming at preparing the tourism sector for the post-crisis stage, bringing the expertise of specialised Affiliate Members. Additional comments made by AMs on the 2021 Survey Outcomes indicate that there is an overall need for training content and sessions to learn and know best practices and other experiences that help in day-to-day management of tourism organizations. The call for proposals launched in 2022 will take into consideration the training component, producing content by experienced affiliated stakeholders for other UNWTO Members and the overall international community under different format and methodologies.

Examples:

With the AM **Fundación Starlight**. The elaboration of a guide on the creation of astro-tourism product: produce a manual of best practices and development of astro-tourism products for all those member countries that want to diversify their offer and value all the direct and indirect

benefits derived from the protection of the sky: environmental, cultural, scientific, biodiversity, health and quality of life, and socio-economic through astro-tourism.

With the AM **EGEDA: PLATINO EDUCA** - a platform that provides teaching materials for education, using audiovisual works to illustrate curricular subjects, values and Sustainable Development Goals.

- d. **Boost the visibility of inputs received from Affiliate Members.** AMD will put a special emphasis on providing higher visibility for the contributions and projects received from the Affiliate Members, with dedicated activities aiming to offer them opportunities to showcase their relevant projects and innovative products. To this end, AMD will continue to intensively use formats and concepts recently developed and implemented, like the format Affiliate Member Corner and give higher visibility to the Affiliate Members' work and projects on the occasion of UNWTO's high-level events, such as the Ministerial Conferences and meetings, UNWTO's Regional Commissions and Executive Councils.

For more details see the Annex Section A) UNWTO statutory and high-level meetings

- e. **Co-organize UNWTO-AM international Conferences** or support major events organized by Affiliate Members in line with UNWTO's mandate in order to strengthen cooperation with the Affiliate Members while helping them enhance their visibility internationally through UNWTO's global network. This support shall include but not be limited to communication support, UNWTO institutional participation, proposal/guidance on speakers or Organization of side activities for Affiliate Members, among others.

Examples:

With the AM **European Historic Thermal Towns Association**- International Congress on Thermal Tourism, Galicia, Spain. The event would be held in the province of Ourense (Galicia, Spain) in 2022 and would be focused on reflecting about how thermal tourism can contribute to achieve sustainable development goals.

With the AM **Estudis d'hoteleria i Turisme (CETT)**- Smart Tourism Congress Barcelona (23-24 November 2022) is an international meeting place for all those academics and professionals who want to improve and share their knowledge about Smart Tourism. This congress, to be held in the city of Barcelona, will be focused on innovation, sustainability, technology and governance.

With the AM **World Leisure Organization**- 17th World Leisure Congress (WLC 2022), in Dunedin, New Zealand. The theme of the WLC 2022 is 'Leisure: Learn well, live well'. Together, these components of the Congress theme speak to the relevance and application of academic leisure and tourism theory and research to the practice of living well, and refer to academic, industry and practitioners alike. Leisure encompasses tourism, sport, recreation, hospitality and events.

- f. **Further develop the priority topics directly managed by AMD.** Building on the projects developed by AMD with the involvement of Affiliate Members over the course of 2021, AMD will keep working to develop these topics involving more specialized Affiliate Members and implementing new initiatives. Main focus will continue to be on:

Tourism and the audiovisual industry. The audiovisual sector plays a vital role in supporting the promotion of sustainable tourism. The Global Report “Cultural Affinity and Screen Tourism” by UNWTO and Netflix will serve as the basis to keep working in this direction on new events and research projects.

Examples:

With the AM **EGEDA**- Enhance the presence of tourism stakeholders in the framework of IBERSERIES PLATINO INDUSTRIA through seminars, round tables, destination to producer pitchings and activities dedicated to Affiliate Members.

With the AM **Estudis d'hoteleria i Turisme CETT**- Terres CHECK-IN International Hospitality Film Awards (6 SEP 2022) aims to be the world reference in the audiovisual field as a marketing tool for the organizations that make up the tourism, hospitality and gastronomy industry.

Sports tourism. Tourism and sports are closely interrelated. Sports involve a considerable segment of traveling and major sporting events have become powerful tourism attractions. AMD will continue to reinforce this thematic area to raise awareness about the synergies of sports and tourism, involving relevant Affiliate Members seeking UNWTO's in the preparation to host sport tourism events in 2022.

Example:

With the AM **Academy Atlético Madrid**: within the framework of the second edition of MADCUP 2022 AMD will organize a roundtable on youth, education and tourism.

Scientific tourism. The combination of science and tourism in the horizon of the tourism industry bring opportunities to developed destinations and make them more sustainable. AMD will keep exploring this tourism product with the inputs from experienced Affiliate Members and the contributions of the Working group on scientific tourism

Example:

With the AM **SODEPAL**: *Astrofest La Palma 2022* -event aiming to increase the profile of La Palma as an island of international reference for astronomy, astrophysics and astro-tourism, while raising awareness about astro-tourism as a sustainable tourism product for destinations across the world.

- g. Consolidate the activity of Working Groups (WG).** One of the advantages offered by the Affiliate Membership is the facility to share knowledge and cooperate with the other tourism stakeholders from other parts of the world in common areas. AMD will continue in 2022 to support the interaction among members from the different Working Groups to advance joint project and initiatives.

Working Group on SDGs support: the Working Group will meet in 2022 to discuss how to increase the visibility of SDGs in tourism in the WG Members' own event as well as how to produce material in the format of webinars in order to raise awareness about SDGs implementation in corporate structure and CSR initiatives for other Affiliate Members. Given the wide range of specialization of the WG Members, each one will be able to bring expertise in their own business activity or subsector.

Working Group on Accessibility. After the successful launch of the report Accessibility and Inclusive Tourism Development – Compendium of Best Practices, the Working Group will keep taking advantage of the vast experience of its members in implementing accessible tourism practices in order to make accessibility an essential component of tourism strategies by both tourism administrations and private stakeholders. The Working Group will use the launched report as a guiding tool on which it will build upon in its goal to disseminate the need of accessible tourism for all as part of its activities in 2022.

Example:

With the AM **Red Estable: V Cumbre Iberoamericana de Turismo Accesible.** The aim of the meeting is to ensure that tourism is recognised as a right for everyone and for all people, including those with disabilities or reduced mobility, as well as a business opportunity for the tourism industry.

Working Group on Scientific Tourism: the Working Group agreed to work in 2022 on a Guide on the creation of astro-tourism product to serve as a manual of best practices and development of astro-tourism products for tourism public administrations who want to diversify their offer and value all the direct and indirect benefits derived from the protection of the sky: environmental, cultural, scientific, biodiversity, health and quality of life, and socio-economic through astro-tourism. Also, the Working Group will include among its activities the support to Astrofest La Palma 2022, organized by the Affiliate Member SODEPAL, with AMD's involvement focusing on raising awareness about astro-tourism as a sustainable tourism product for destinations across the world.

- h. Better opportunities for networking and information-exchange.** AMD will promote the organization of a consistent 2022 agenda of UNWTO Affiliate Members activities allowing networking and information-exchange (both in-person and digital), with the aim to permanently enrich and improve the services offered to the AMs.

Example:

With the AM **FITUR/IFEMA** – organizing dedicated activities in FITUR 2022 (19-23 January 2022), to facilitate networking : AMs Corner, B2B opportunities, Expert Meeting and meetings between Affiliate Members and the AMD team.

Also, AMD will keep Affiliate Members informed from an early stage on the development of UNWTO's global and regional activities in 2022, promoting their assistance and active engagement:

- 11th World Congress on Snow and Mountain Tourism
- 1st Global Youth Tourism Summit
- 2022 World Tourism Day
- 3rd Mayors Forum for Sustainable Urban Tourism
- 6th UNWTO Global Conference on Wine Tourism
- 7th UNWTO World Forum on Gastronomy Tourism, among others.

Greater visibility and better opportunities for networking will also be facilitated at Affiliate Members' own events.

- i. Joint UNWTO - AMs research and publications.** AMD will continue to work on the development of joint UNWTO-AM publications on priority topics, to strengthen UNWTO's capacity to deliver knowledge and innovation, based on the partnership with the Affiliate Members, through reports, studies, technical manuals and other publications.

Example:

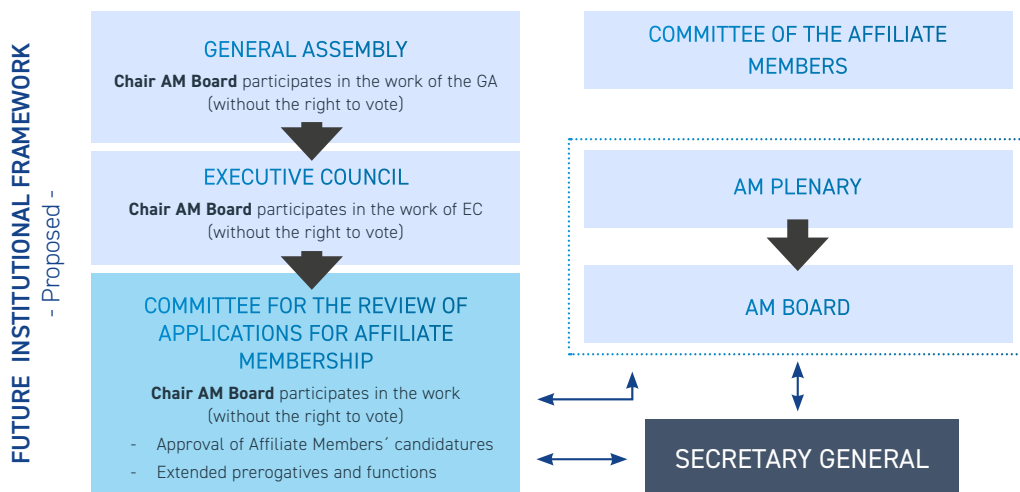
With the Affiliate Member **Caixa Bank**- Joint research on sustainability and digitalization of the hotel industry, developing a series of recommendations for the stakeholders in the sector regarding the importance of developing sustainable and digital strategies

1.2 Priority line of action 2: Promote the effective integration of Affiliate Members within UNWTO and their collaboration with Governments

Achieving a true integration of AMs with the Member States/Governments will be a priority line of action in the case of having a new and modernized legal framework for Affiliate Membership since 2022, after its long-awaited approval at the 24th General Assembly.

The key aspect that will allow us to deepen this approach will be the launch of the future Specialized Committee (CMAM).

It is worth mentioning that currently there is no dedicated institutional framework foreseen to allow to the Affiliate Members to debate with the Member States and to bring their proposals to the consideration of the Executive Council and the General Assembly. The only institutional channels that Affiliate Members have as of today for this purpose is through the Secretariat / Secretary General.



The new Legal Framework of the Affiliate Membership, expected to be approved by the Plenary Session and the General Assembly, provides for the creation of the Committee on Matters Related to Affiliate Membership, will fill the afore-mentioned gap and will serve as the specialized body to offer Affiliate Members the necessary support and an operational mechanism to network, dialogue and collaborate with the Governments, particularly to interact with the UNWTO statutory bodies (General Assembly, Executive Councils and Regional Commissions). This new Committee on Matters Related to Affiliate Membership will replace the Committee for the Review of Applications for Affiliate Membership.

Under the premise of the approval of the new Legal Framework of the Affiliate Membership, AMD is preparing a consistent 2022 agenda of activities of CMAM, with active engagement of the AMs Board and other affiliated entities.

A 1st Meeting of the Committee on Matters Related to Affiliate Membership would take place in January 2022, with an agenda that will include important topics as the following:

- Election of the President and Vice-President
- Presentation and analysis of the situation of the Affiliate Membership (by geographical area, withdrawals, new applications, etc.) and of the updated Affiliate Members Department' Programme of Work.
- Setup and make operational mechanisms of interaction and communication with the Board of the Affiliate Members.

AMD will launch in 2021 a consistent communication campaign, so that our Affiliate Members and all the interested stakeholders could become well informed and familiar with the new and modern legal framework.

Improvement of the integration of Affiliate Members within UNWTO. In 2022, AMD will further develop and tailor initiatives conducted by Affiliate Members for the benefit of Member States, on different priority topics where specific AMs have a vast expertise that can serve to lay down the foundation for strong win-win relationship for Affiliate Members and Member States.

Additionally, AMD will increase the coordination to improve the engagement of Affiliate Members into the agenda of UNWTO activities under the responsibility of UNWTO Regional Departments, Operational Departments and the UNWTO Academy. In line with the above, AMD will work to include Affiliate Members from an early stage in all the projects developed by UNWTO, paying special attention to projects in the areas of training/education and research.

1.3 Priority line of action 3: Expand and reinforce the UNWTO Affiliate Membership

The more quality companies join the AM community around the world, the greater opportunities to establish valuable partnerships and generate collaboration opportunities. The value of the public-private partnerships in tourism has become even more relevant in a context marked by the recovery of tourism.

AMD's goal in 2022 is to expand and reinforce the UNWTO Affiliate Membership by incorporating more and stronger new affiliated entities and further strengthening this valuable collaborative global tourism community.

Expansion of the Membership: more AMs. AMD will review, update and modernize its communication and marketing strategy. The renewed communication and marketing strategy will go hand-in-hand with a quality membership promotional campaign. The promotional campaign will have a special focus on regions with great tourism potential but less Affiliate Members and will count on the support existing Affiliate Members.

Also, AMD will continue to develop effective communication and promotional campaigns to create higher awareness of the benefits and the value of the AM Membership worldwide, by more actively involving UNWTO's Member States –through closer cooperation with the UNWTO Regional Departments– in supporting promote the Affiliate Membership in their countries and mobilize their tourism sector.

Main focus on quality dimension: stronger new AMs. A priority objective will be to reinforce the brand UNWTO Affiliate Member, to increase the value of the UNWTO Affiliate Membership. One of the most effective ways to achieve this is to generate more and better networking and collaboration opportunities with Member States and other key stakeholders. In this regard, the new Legal Framework of the Affiliate Membership will provide the necessary tools to promote a quality-oriented expansion of the Affiliate Membership, with enhanced admissions procedure to be introduced, a strengthened eligibility criteria, due diligence procedures and a greater involvement of Member States in the verification process.

The quality-oriented expansion of the Affiliate Membership will contribute to bring into the UNWTO Affiliate Membership the most dynamic tourism organizations and entities worldwide. The practical and operational aspects deriving from the new Legal Framework of the Affiliate Membership in terms of admissions of new Affiliate Members will be implemented as a priority during the first semester of 2022.

1.4 Priority line of action 4: Provide modernized and efficient management for the Affiliate Membership network

The quality of the interaction and dialogue of the Organization with each Member, as well as with the overall network of Affiliate Members, is fundamental to meet the expectations of the Affiliate Membership and to consolidate the value of the Membership.

To achieve the goal of having Affiliate Members satisfied with the value of the Membership, it is crucial to have the appropriate tools and procedures to manage this daily interaction in terms of the facilities, support and services.

In 2021 this will continue to be a priority for AMD. In this regard, the following two topics will dominate the agenda:

- a. Segmentation-driven collaboration, dialogue and services for UNWTO Affiliate Members.** While the fact that the more than 500 Affiliate Members coming from widely diverse backgrounds makes the UNWTO Affiliate Membership unique and rich, it poses operational challenges when it comes to properly cater to the needs and aspirations of all members.

This was also highlighted by the 2021 Survey Outcomes on the Affiliate Membership. After presentation of the results of said survey to the 54th Affiliate Members Board Meeting, the Board also stressed the need to increase the structuring and segmentation around different priority topics.

In line with this much necessary approach, AMD will undertake in 2022 a process of implementation of new specialized structures within the AMs (Working Groups, Task Forces, alliances, specialized networks).

This segmentation & specialization will set in place more dynamic structures to give AMs opportunities to better connect and interact among them and with Governments, further unlocking the potential of the wide and diverse UNWTO Affiliate Membership. These new structures will have clear and demanding admission criterion for the benefit of their operativity and functioning.

As a first step, at the beginning of 2022 AMD will present the concrete proposal of the creation of an AM structure – a Global network- on the area of sustainability.

- b. Consolidate and keep incorporating improvements to AMConnected.** The portal was designed as a state-of-the-art tool that allows Affiliate Members to directly communicate and exchange knowledge, ideas and proposals. AMD will work to offer increased services for the Affiliate Members by implementing technical improvements, such as search filters and more, incorporating a new Learning Management System (LMS) to offer the necessary support and visibility for the on-line learning services developed by the Affiliate Members, in particular, by Universities. Additionally, the platform will be improved to enhance the networking among Affiliate Members by allowing them to carry out B2B meetings online.

Based on the current Programme of Work, the Affiliate Members Department will continue in 2022 to reinforce the partnership between the UNWTO and its Affiliate Members, ensuring that the UNWTO receives the strongest contributions from the private sector, while offering full support to the Affiliate Members in a joint effort to accelerate the recovery of tourism.

In still an uncertain context, AMD will pay attention to the update of this PoW 2022 especially the details and activities included in the Annexes in permanent coordination with the Affiliate Members, through the established structures and mechanisms.



UNWTO Affiliate Members Department

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AFFILIATE MEMBERS DEPARTMENT

PROGRAMME OF WORK 2022

43RD UNWTO AFFILIATE MEMBERS PLENARY SESSION

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Table of Contents

A) UNWTO statutory and / or high-level meetings	3
B) UNWTO main conferences and events with participation of Affiliate Members	4
C) Affiliate Members Department's main projects and initiatives	5
D) AMs projects and initiatives to be implemented with UNWTO support	7

A) UNWTO statutory and high-level meetings

Date	Event	Location	Format	Affiliate Members participation
	UNWTO Executive Council			
2022	116th Session of the UNWTO Executive Council	TBC	In person /hybrid	• AMs represented by the Chair of the Board
	117th Session of the UNWTO Executive Council	TBC	In person /hybrid	• AMs represented by the Chair of the Board
	UNWTO Regional Commissions			
2022	48th Regional Commission for the Middle East	Egypt	In person /hybrid	<ul style="list-style-type: none"> • Institutional representation of Affiliate Members • Report of the representative of the Board • Agenda items promoted with the support of CMAM
	67th Regional Commission for Europe	Armenia	In person /hybrid	
	67th Regional Commission for Americas	Uruguay	In person /hybrid	
	65th Regional Commission for Africa	Tanzania	In person /hybrid	
	34th Regional Commission for Asia Pacific and South Asia	Indonesia	In person /hybrid	
	Committee on Matters Related to Affiliate Membership (CMAM)			
2022	2 Meetings of the Committee on Matters Related to Affiliate Membership (CMAM)	TBC	In person /hybrid	• Before the Executive Councils
	Board of the Affiliate Members			
2022	55th Meeting – 20 January 2022	TBC	In person /hybrid	<ul style="list-style-type: none"> • New board formally constituted • Election for Chair and Vice Chairs of the Board of the Affiliate Members
	56th Meeting – Q3-2022	TBC	In person /hybrid	• Progress Report on the implementation of PoW 2022

B) UNWTO / AMD main conferences and events with participation of Affiliate Members

Date	Event	Location	Format	Affiliate Members participation
19-23 JAN 2022	FITUR 2022	IFEMA, Madrid	In person	<ul style="list-style-type: none"> • Dedicated activities to Affiliate Members • AMs Corner • B2B opportunities • Expert Meeting • 55th Meeting of the Board of the Affiliate Members
23-25 MAR 2022	11th World Congress on Snow and Mountain Tourism	Andorra	In person /hybrid	<ul style="list-style-type: none"> • Open registration for Affiliate Members
27 JUN-2 JUL 2022	1st Global Youth Tourism Summit	Sorrento, Italy	In person /hybrid	<ul style="list-style-type: none"> • Open registration for Affiliate Members
27 SEP 2022	World Tourism Day	TBC	In person /hybrid	<ul style="list-style-type: none"> • Dedicated activities to Affiliate Members
Q3-2022	3rd Mayors Forum for Sustainable Urban Tourism	Madrid, Spain	In person Hybrid	<ul style="list-style-type: none"> • Open registration for Affiliate Members • Promotion of the Affiliate Membership
Q3-2022	6th UNWTO Global Conference on Wine Tourism	Alba, Piedmont, Italy	In person /hybrid	<ul style="list-style-type: none"> • Open registration for Affiliate Members
Q3-2022	7th UNWTO World Forum on Gastronomy Tourism	Nara, Japan	In person /hybrid	<ul style="list-style-type: none"> • Open registration for Affiliate Members

C) Affiliate Members Department's main projects and initiatives

Date	Project/initiative	Details
2022	Joint research with Affiliate Member Caixabank	Research study on the sustainability and digitalization of the hotel industry.
2022	Joint research on audiovisual tourism with specialized Affiliate Members	Research on the synergies between the audiovisual industry and tourism: phase 2 of the publication Cultural Affinity and Screen Tourism – The Case of Internet Entertainment Services.
Q2 2022	Iberseries Platino Industria	Dedicated activities to Affiliate Membes in the framework of Iberseries Platino Industria, the largest event of the audiovisual industry of the Spanish and Portuguese speaking countries.
Q2 2022	MADCUP 2022	Organization of a roundtable on youth, education and tourism in the framework of MADCUP 2022 organized by Atlético Madrid's Academy.
2022	Promotion of the UNWTO Affiliate Membership at tourism events	AMD will carry out promotional activities, along with modernizing the promotional strategy and available tools. The promotional campaign will have a special focus on regions with great tourism potential but less Affiliate Members and will count on the support existing Affiliate Members.
2022	Implementation of the new Legal Framework of the Affiliate Membership	Throughout 2022 AMD will work to implement such changes in the best way possible bearing in mind the goal to provide Affiliate Members with more value for their membership, as well as creating new synergies between Member States and Affiliate Members.
2022	UNWTO Affiliate Member Corner	<ul style="list-style-type: none"> • FITUR Madrid • ITB Berlin • WTM London
2022	Calls for proposals Programme of Work 2023	Gather proposals for joint activities with Affiliate Members to be implemented in 2023
2022	Induction to new Affiliate Members on the use of AMConnected	Organization of webinar sessions to welcome new Affiliate Members and explain the basis for the functioning of AMConnected.
2022	Meetings of the Working Group on SDGs Support	Periodic meetings
2022	Meetings of the Working Group on Accessibility	Periodic meetings
2022	Meetings of the Working Group on Scientific Tourism	Periodic meetings

D) AMs projects and initiatives to be implemented with UNWTO / AMD support

Date	Project/initiative	Details	UNWTO Involvement
Awards by UNWTO Affiliate Members			
Q2 2022	Premios Platino del Cine Iberoamericano	Affiliate Member: EGEDA Enhance the presence of tourism stakeholders in the framework of IBERSERIES PLATINO INDUSTRIA through seminars, round tables, destination to producer pitchings and activities dedicated to Affiliate Members.	<ul style="list-style-type: none"> • Affiliate Members-dedicated activities • Communication support • UNWTO participation during awards • Presence in jury
6 SEP 2022	Terres CHECK-IN International Hospitality Film Awards	Affiliate Member: Estudis d'hoteleria i Turisme CETT Terres CHECK-IN International Hospitality Film Awards aims to be the world reference in the audiovisual field as a marketing tool for the organizations that make up the tourism, hospitality and gastronomy industry.	<ul style="list-style-type: none"> • Communication support • UNWTO participation during awards • Presence in jury
OCT 2022	Skål International - Sustainable Tourism Awards	Affiliate Member: Skål International Skål International Sustainable Tourism Awards are open annually to all public and private sector companies, educational institutions, NGOs, and government agencies related to tourism worldwide.	<ul style="list-style-type: none"> • Communication support • UNWTO participation during awards • Presence in jury
Events by UNWTO Affiliate Members			
2022	International Congress on Thermal Tourism, Galicia, Spain	Affiliate Member: European Historic Thermal Towns Association The event would be held in the province of Ourense (Galicia, Spain) in 2022 and would be focused on reflecting about how thermal tourism can contribute to achieve sustainable development goals.	
2022	Thematic conference	Affiliate Member: Duy Tan University Conference focused on the improvement of sustainable mobility, accessibility, and responsible travel with efficient and sustainable tourism development.	<ul style="list-style-type: none"> • Communication support • UNWTO institutional participation • Proposal/guidance on speakers
2022	V Cumbre Iberoamericana de Turismo Accesible	Affiliate Member: Red Estable The aim of the summit is to ensure that tourism is recognised as a right for everyone and for all people, including those with disabilities or reduced mobility, as well as a business opportunity for the tourism industry.	

ABR 2022	Encuentro Internacional de Innovación en Turismo para la Reactivación	<p>Affiliate Member: FEDETUR - Federación de Empresas de Turismo de Chile</p> <p>Meeting place for tourism stakeholders of all regions of Chile, which will provide practical tools to allow them to adapt to new trends, improve their competitiveness and incorporate best practices. This event also seeks to provide efficient networking spaces, generate contacts and encourage collaborative work, for the benefit of SMEs and MSMEs in the Chilean tourism industry.</p>	
Q3 2022	Astrofest La Palma 2022	<p>Affiliate Member: SODEPAL</p> <p>Astrofest seeks to increase the profile of la La Palma as an island of international reference for astronomy, astrophysics and astro-tourism, while raising awareness about astro-tourism as a sustainable tourism product for destinations across the world.</p>	<ul style="list-style-type: none"> • Communication support • UNWTO institutional participation • Proposal/guidance on speakers
Q3-4 2022	Post- Covid 19- International Tourism Forum	<p>Affiliate Member: TOBB (The Union of Chambers and Commodity Exchanges of Turkey)</p> <p>International forum to align efforts to revive global tourism industry worldwide.</p>	
Q3-4 2022	Conditions and Prospects for the Development of Sports Tourism in the North Caucasian Federal District	<p>Affiliate Member: North Ossetian State University (NOSU University)</p> <p>The main goal would be to draw attention to the development of active sports tourism in the North Caucasian Federal District among government bodies, tour operators and travel agency companies, to increase tourist flows for the purpose of sports tourism.</p>	
23-24 NOV 2022	CETT Smart Tourism Congress Barcelona (6th Edition)	<p>Affiliate Member: Estudis d’hoteleria i Turisme CETT</p> <p>CETT Smart Tourism Congress Barcelona is an international meeting place for all those academics and professionals who want to improve and share their knowledge about Smart Tourism. This congress, celebrated in the city of Barcelona, is focused on innovation, sustainability, technology and governance.</p>	
DEC 2022	17th World Leisure Congress (WLC 2022), in Dunedin, New Zealand	<p>Affiliate Member: World Leisure Organization</p> <p>The theme of the WLC 2022 is 'Leisure: Learn well, live well'. Together, these components of the Congress theme speak to the relevance and application of academic leisure and tourism theory and research to the practice of living well, and refer to academic, industry and practitioners alike. Leisure encompasses tourism, sport, recreation, hospitality and events.</p>	<ul style="list-style-type: none"> • Communication support • UNWTO institutional participation • Proposal/guidance on speakers

Content development for training in partnership with UNWTO Affiliate Members			
2022	Guide on the creation of astro-tourism products	Affiliate Member: Fundación Starlight Produce a manual of best practices and development of astro-tourism products	<ul style="list-style-type: none"> Proposals and guidance on the content
2022	Platino Educa	Affiliate Member: EGEDA PLATINO EDUCA is a platform that provides teaching materials for education, using audiovisual works to illustrate curricular subjects, values and Sustainable Development Goals.	<ul style="list-style-type: none"> Promotion of the educational content
Online webinars			
2022	The Culinary Tourism Alliance's Covid Recovery program	Affiliate Member: Culinary Tourism Alliance	
2022	Webinar series on selected topics	Affiliate Member: Skål International	<ul style="list-style-type: none"> Proposals and guidance on the content
2022	Smart Tourist Destinations in Latin American	Affiliate Member: Instituto Distrital de Turismo de Bogotá	<ul style="list-style-type: none"> Promotional support
2022	Technology Innovation Project for the Tourism Sector	Affiliate Member: CENFOTUR (Peru)	
Other			
2022	Fair Tourism Contest	Affiliate Member: Seoul Tourism Organization Aims to spread UNWTO's sustainable tourism values and improve awareness among tourism citizens through a video contest.	<ul style="list-style-type: none"> Proposals and guidance on the content Promotional support
2022	Odyssea Blue Growth and Sustainable Nautical & Cultural Blue Routes	Affiliate Member: Groupement Européen Odyssea Tourisme et Croissance Bleue	<ul style="list-style-type: none"> To be determined



UNWTO Affiliate Members Department

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