

**General Assembly**

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7–11 November 2025

**Agenda item 10(a)**  
**Report of the Affiliate Members**

A/26/10(a)  
Madrid, 7 October 2025  
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**Executive summary**

By the present document, the General Assembly is informed of the most notable activities and progress achieved with regard to Affiliate Members since the twenty-fifth session of the General Assembly, held in Samarkand, Uzbekistan, in October 2023. The report sets forth updated information on the following:

- The strategic objectives guiding the activities carried out in relation to Associate Members;
- The most relevant activities implemented during the reporting period;
- The outcome of the 45th Plenary Session of Affiliate Members – the most important institutional meeting of the Affiliate Membership – held on 7 November to discuss and approve the draft programme of work for Affiliate Members for 2026–2027;
- The valuable contributions of affiliates, through projects and resources, to the Organization's development of knowledge and such new thematic areas as sports tourism, audiovisual tourism, astro-tourism, thermal tourism and artificial intelligence;
- Initiatives designed to strengthen public-private collaboration in global tourism through the Affiliate Members platform;
- Enhancement of Affiliate Members' participation in institutional meetings of the World Tourism Organization (UN Tourism) held in recent years (of the Regional Commissions, Executive Councils and the General Assembly), in order to benefit from increased and better opportunities to share information, raise the profile of their proposals and establish contacts and collaboration with the Governments of Member States;
- The way in which the Affiliate Members community has grown, with a focus on quality and based on the implementation of more demanding and rigorous criteria and procedures for the admission of new Affiliate Members, with experience in their areas of expertise, who are active and fully committed to the values of UN Tourism;
- Activities of the Board of Affiliate Members and the evolution of its collaboration with the Secretariat.

## DRAFT RESOLUTION<sup>1</sup>

### **Agenda item 10(a)** Report of the Affiliate Members (document A/26/10(a))

*The General Assembly,*

*Having examined* the report on Affiliate Members, submitted by the Secretariat through its Department of Affiliate Members and Public-Private Partnerships and in coordination with the Chair of the Board of Affiliate Members,

1. *Thanks* the Secretariat, the Affiliate Members and Public-Private Partnerships Department and the Chair of the Board of Affiliate Members for their report and commends the Affiliate Members on the activities successfully carried out and on their valuable contribution to the fulfilment of the mission of UN Tourism;
2. *Congratulates* the members of the outgoing Board on the results of their 2021–2025 term of office;
3. *Congratulates* the new members of the Board who were elected for the 2026–2029 term for the trust vested in them by the Affiliate Members and encourages them to keep working for the continued strengthening of the Affiliate Members community;
4. *Emphasizes* the importance of the successful convening of the 45th Affiliate Members Plenary Session, within the framework of this 26th General Assembly;
5. *Thanks* the Affiliate Members for their active participation in the development of the 2026–2027 work programme and encourages them to contribute to the achievement of the strategic objectives and programme priorities of the 2026–2027 work programme;
6. *Commends* the Affiliate Members on their active participation in the development of the 2026–2027 work programme and encourages them to contribute to the achievement of the strategic objectives and programme priorities of the 2026–2027 work programme;
7. *Invites* the members of the 2026–2029 Board to continue working with the Committee on Matters Related to Affiliate Membership to strengthen the participation of Affiliate Members in the activities of the Organization;
8. *Supports* the continuing efforts to ensure full implementation of the provisions relating to the reform of the UN Tourism legal framework for Affiliate Members;
9. *Emphasizes* the importance of continuing to step up the effective participation of Affiliate Members and the private sector in the agenda and work programme of UN Tourism;
10. *Requests* the Secretary-General to further strengthen the cooperation of Affiliate Members with Member States.

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<sup>1</sup> This is a draft resolution. For the final resolution adopted by the Assembly, please refer to the Resolutions document issued at the end of the session.

## I. Introduction

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1. Through this report, the Secretariat, in coordination with the Chair of the Board of Affiliate Members, is furnishing the General Assembly with updated information on the most notable activities and progress achieved within the Affiliate Members community since the 25th session of the General Assembly (held in Samarkand, Uzbekistan, in October 2023), developed in line with the strategic objectives established by the Secretary-General for the Affiliate Members and Public-Private Partnerships Department.
2. The report outlines both institutional developments and the most relevant activities carried out, including progress achieved in implementing the strategy for a quality-oriented and geographically balanced expansion of the Affiliate Members community.

## II. Strategic objectives for the Affiliate Members (2023–2025)

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3. The Organization's work in this domain, which is mainly carried out through its specialized body, the Affiliate Members and Public-Private Partnership Department, is geared towards the strategic objective of permanently strengthening the capacity of the Affiliate Members network to **add value to the Organization**, through activities and projects that both **enhance the prestige of Affiliate Membership** and foster among Affiliate Members a greater sense of belonging to the Organization, satisfaction with their membership and institutional loyalty.
4. The main advances towards the two aforementioned goals of the Secretariat's activity conducted through the Affiliate Members and Public-Private Partnership Department are described below.

## III. 45th Affiliate Members Plenary Session (7 Novembre d2025)

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5. The 45th Affiliate Members Plenary Session – the most important institutional meeting of Affiliate Members community – was held on 7 November, within the framework of the 26th General Assembly, with the participation of representatives from affiliated entities from around the world.
6. Over the preceding months, Affiliate Members had actively contributed to the drafting of the Affiliate Members' programme of work for 2026–2027, which is fully aligned with the programme objectives and priorities underpinning the Organization's programme of work. The 2026–2027 programme of work was prepared by the Secretariat on the basis of numerous contributions and specific proposals from Affiliate Members, in response to the call made by the Affiliate Members and Public-Private Partnerships Department, in areas where Affiliate Members have experience and the capacity to support the activities of the Organization and its Member States.

During the 45th Plenary Session, Affiliate Members discussed the draft programme of work presented by the Secretariat and approved the document. The meeting provided an opportunity to inform all Affiliate Members about recent developments in global tourism and to put forward innovative projects that will be implemented through the 2026–2027 programme of work.

## IV. Main activities, events and projects of the Affiliate Members

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7. In line with the strategic objectives established by the Secretary-General, the Affiliate Members and Public-Private Partnerships Department has prioritized the attainment of the more effective integration of Affiliate Members in all activities carried out by UN Tourism.
8. In order to continue advancing towards full integration into the work of the Organization, the greater contribution by Affiliate Members to the development of innovative tourism products and the generation of knowledge in priority areas has been promoted and achieved, with a clear focus on sustainability and value creation for destinations. The most relevant thematic areas are the following:
9. **Sports tourism** is one of the thematic areas in which Affiliate Members have manifested the greatest dynamism and impact in recent years. Noteworthy achievements in this area include:

- Holding of the **3rd World Sports Tourism Congress**, held in Madrid in November 2024 at the iconic Santiago Bernabéu Stadium, home of Real Madrid, and the Metropolitano Stadium, home of Atlético de Madrid, under the slogan “Tourism and Sport Creating a Lasting Legacy for Destinations”. The thematic format chosen for this congress is an illustrative example of a product that has been developed and fully implemented within the Affiliates area and based on their creative contributions. This 3rd World Sports Tourism Congress, held in such iconic sports facilities as those mentioned above, which go far beyond mere sporting assets for the host destination, attracted significant participation from affiliated bodies and other public and private entities from around the world, which highlighted the vast potential of sports tourism and its role in economic growth, sustainability and the development of destinations.
- The **conference on "Sports Tourism and the Tourism Industry after the FIFA World Cup"**, organized within the framework of the 51st session of the Regional Commission for the Middle East of UN Tourism, held on 13 February 2025 in Doha, Qatar. At this conference, the Affiliate Members the Red Sea Global Group and the International Masters Games Association actively participated in the debate on the impact of major sporting events on tourism in the Middle East region, on their potential to promote sustainable tourism, and on the way in which technology is transforming the tourism experience.
- The **First International Conference on Adventure Tourism**, held from 30 April to 2 May 2025 at Fujairah, United Arab Emirates, organized by the Affiliate Member Fujairah Adventures Centre with the support of UN Tourism. At this conference, several Affiliate Members participated in the debate on how outdoor sports activities are driving the development of environmentally friendly tourism that involves the local community.
- The **UN Tourism Awards for Excellence in Sustainable Sports Tourism powered by FIA**, an initiative launched in September 2025 with the Affiliate Member Fédération Internationale de l'Automobile (FIA), to recognize projects that integrate sustainability, innovation and community engagement in sports tourism. These awards seek to highlight good practices, innovative projects and strategies that position sport as the driving force of sustainable tourism development.
- Major **events in this field organized by prominent Affiliate Members** with experience in the area of sport, to which UN Tourism has contributed by managing the link between the sports and tourism industries, include the following:
  - The **World Football Summit (WFS) – Americas**, held in Monterrey in June 2025 and organized by the Affiliate Member World Football Summit, at which UN Tourism organised a session on “Beyond an event: sport as a driver of development and legacy”, with the valuable participation of affiliated entities.
  - The **Sports Summit Madrid 2025**, a global forum organized by the Affiliate Member MadCup in June 2025, which brought together key players from the sports industry and related sectors, including tourism. Within this framework, UN Tourism organized a session on “Sport and Tourism: Strategies for a Sustainable Legacy”, in which various affiliated entities shared their vision on the factors driving the growth of sports tourism, on such emerging segments as active tourism and personalized sports experiences, as well as the importance of generating a positive and lasting legacy for communities.
  - The **World Football Summit (WFS) Global**, held in Madrid in October 2025 and organized by the Affiliate Member World Football Summit, at which UN Tourism organized a session on “Technology and Tourism: Reimagining the Sports Experience”. At this event, Affiliate Members discussed the role of technologies, such as artificial intelligence, virtual reality, augmented reality, big data and the Internet of things, in improving the experience of sports tourists and fans, making it more accessible, personalized and immersive, and generating new opportunities for destinations.
  - The **Movement Connects the City** conference, organized in October 2025 by the city of Tallinn (Estonia), in collaboration with the Affiliate Member European Capitals and Cities of Sport Federation (ACES Europe), the United Nations Educational, Scientific and Cultural Organization (UNESCO), and Euractiv. UN Tourism had the opportunity to share data and trends relating to sports tourism, highlighting its transformative power for the sustainable development of destinations.

- UN Tourism participated in the **2nd Mountain and Snow Conference and Expo of the Americas**, held on 29 and 30 August 2025 in San Martín de los Andes, Argentina, and promoted by the Affiliate Member Argentine Chamber of Tourism. Its participation in this event highlighted the growing relevance of sports tourism in mountain destinations, with a focus on snow sports such as skiing and winter activities as driving forces of regional development.
  - These contributions reinforced the Secretariat's priority line of action on sports tourism, which is aimed at promoting the link between sport and sustainable tourism and generating a positive legacy for local communities.
10. **Tourism and the audiovisual sector.** In April 2024, UN Tourism co-organized the International Forum "Tourism and Culture: A Picture-Perfect Relationship" in Xcaret Park, in Quintana Roo, Mexico, in collaboration with the Affiliate Member Quintana Roo Tourism Promotion Council. The event was held as part of the 11th Platino Xcaret Awards for Ibero-American Cinema, also organized by a prominent Affiliate Member, EGEDA (Spain), and it sparked discussions on how cultural and audiovisual platforms can improve the positioning and narrative of Latin American destinations.
  11. **Astrotourism.** Affiliate Members are playing a prominent role in the drafting of the first publication prepared by UN Tourism on **astrotourism**, based on valuable contributions from specialized Affiliate Members such as the Starlight Foundation, the State Tourism Advisory Council of the State of Yucatán (Mexico), and Tenerife Tourism and La Palma Island Tourism (Spain). This process has been reinforced by initiatives such as the 5th International Starlight Meeting held in La Palma in October 2023. The publication will be launched in 2026.
  12. **Thermal tourism.** The Affiliate Member European Historic Thermal Towns Association (EHTTA) (Belgium) worked closely with UN Tourism to organize the annual International Thermal Tourism Congress in Nancy, France, on 9 and 10 November 2023, and in Budapest, Hungary, from 4 to 6 June 2025. This event, which is being further consolidated with the support of UN Tourism, brings together experts, researchers, policymakers and stakeholders interested in exploring the potential of thermal tourism. This Congress provides a forum for debate on sustainability, heritage, innovation and well-being in the context of thermal destinations. Drawing on the knowledge accumulated over these three annual congresses, UN Tourism plans to devote a specific publication to the substance of the meetings, including considerations for the future development of thermal tourism.
  13. **Artificial intelligence.** In collaboration with the Affiliate Member Saxion University of Applied Sciences (Netherlands), UN Tourism has developed and issued its first publication on the application and usefulness of artificial intelligence in the tourism sector, entitled *Artificial Intelligence Adoption in Tourism – Key Considerations for Sector Stakeholders* (January 2025). This publication offers practical guidance for the adoption of artificial intelligence across the tourism value chain, giving attention to key technologies (machine learning, natural language processing, the Internet of things and generative artificial intelligence), operational use cases (chatbots, predictive maintenance and personalization) and ethical considerations (privacy, transparency and digital sovereignty).  
  
The report includes case studies contributed by Affiliate Members such as Booking.com, Colliers MENA, Expedia Group, the Directorate General of Tourism and Hospitality of the Community of Madrid, Grupo Piñero, JTB Corporation, Madrid Destino, Meliá Hotels International, NEOM, Tripadvisor, the Vienna Tourist Board and Visit Benidorm. The publication was officially presented on 22 January 2025 at Fitur in Madrid, at an event that included a round-table discussion with Affiliate Members to debate the opportunities and challenges posed by the adoption of artificial intelligence in tourism.
  14. The Secretariat has organized and made available to Affiliate Members spaces for active participation and visibility at major international tourism fairs, such as Fitur Madrid, ITB Berlin and WTM London, including the well-established format of thematic sessions known as the "Affiliate Members Corner", which provides a framework for the presentation of good practices on current issues. Such presentations were held at:
    - a. **Fitur 2024.** The Affiliate Members Corner session, on the topic "Consumer trends in the main countries of origin of international tourists". This session provided an overview of the emerging dynamics shaping the tourism market through presentations by several

specialized Affiliate Members, which identified and shared the patterns, preferences and innovations that influence and define travellers' decisions when choosing a destination.

- b. **WTM 2024.** The Affiliate Members HotelBeds, Expedia and JTB Corporation participated in a ministerial meeting organized by UN Tourism and the World Travel and Tourism Council (WTTC), which considered the modernizing potential inherent in artificial intelligence and emerging technologies in shaping the future of travel and hospitality, and weighed them against the ethical implications of their use.
- c. **Fitur 2025.** The Affiliate Members Corner session on “Targeting Traveller Segments” provided Affiliate Members with a platform to share key data and insights on a range of traveller segments.
- d. **ITB Berlin 2025** (held from 4 to 6 March in Berlin, Germany). The Affiliate Members the International Air Transport Association (IATA), the Istanbul Convention and Visitors Bureau and Messe Berlin participated in the UN Tourism Ministerial Summit, with the aim of highlighting the perspectives of Affiliate Members.

These were all excellent platforms for highlighting the work of Affiliate Members and facilitating their collaboration with Governments and other relevant stakeholders.

15. **Increased participation of Affiliate Members in UN Tourism statutory meetings.** The Affiliate Membership and Public-Private Partnerships Department has stepped up its efforts to provide Affiliate Members with wider opportunities for interaction, information sharing, visibility for their proposals, and networking and collaboration with Member State Governments. Affiliate Members have participated very actively and valuably in all UN Tourism institutional meetings held in recent years, such as those of the Regional Commissions in 2024 and 2025 and the Executive Council sessions in Barcelona (June 2024), Cartagena de Indias (November 2024) and Madrid (May 2025).

- a. **121st session of the Executive Council**, held in Barcelona: at this session, held within the framework of the Executive Council, the Barcelona School of Tourism, Hospitality and Gastronomy – the CETT Group, a prestigious Affiliate Member of the Organization, hosted and co-organized the first Global Networking Event for Affiliate Members.
- b. **122nd session of the Executive Council**, held in Cartagena de Indias: as part of its intensive programme, a networking event and a thematic session on “Tourism of the Future: Moving towards the Sustainable Development Goals” were held, organized by the Affiliate Members, which included several round tables on highly topical issues, at which affiliated entities came together to contribute their experience, knowledge and good practices.
- c. **26th session of the General Assembly**, held in Riyadh: an **Affiliate Members Corner** was held to explore the role of technologies in improving the tourism experience. During the session, experts from the technology sector shared analyses and case studies on the application of such tools as **artificial intelligence, augmented and virtual reality, big data, cybersecurity and biometrics**. The ensuing discussion provided a comprehensive overview of the transformative impact of these technologies on the tourism sector, highlighting their potential to make tourism experiences more accessible, personalized and immersive.
- d. **36th meeting of the Regional Commission for Asia and the Pacific**, held on 27 and 28 June 2025 in Cebu, the Philippines, with a programme that included a networking meeting between Affiliate Members and Governments.
- e. **70th meeting of the Regional Commission for the Americas**, held from 29 to 31 July 2025 in Lima, Peru, at which a networking event organized by the Affiliate Members CANATUR (Peru) and Ente de Promoción de la Ciudad de Buenos Aires was held, together with a regional meeting of Affiliate Members.

16. **A strategy for consolidation and expansion**, focused on the quality and geographical balance of the Affiliate Members community. A priority for the Affiliate Members and Public-Private Partnership Department is the **recruitment of new high-profile members**, to ensure

continuous advancement towards a network of solid Affiliate Members who are experienced in their areas of expertise, active and fully committed to the values of UN Tourism.

17. The key factor in achieving this objective is to follow a **demanding and rigorous application and admission procedure**, which allows only those entities with the necessary experience, motivation, commitment and capacity to add value to the Organization to be admitted as new Affiliate Members.
18. Significant progress has been made towards this end, as indicated by the fact that, as of the date of the present report, only 22 per cent of the numerous applications and expressions of interest received during the current reporting period have passed through the admission procedure filters and have resulted in admission as a new Affiliate Member. Specifically, since the previous session of the General Assembly in 2023, **105<sup>2</sup> new Affiliate Members** have been admitted (85 new Affiliate Members at the 121st (Barcelona, June 2024), 122nd (Cartagena de Indias, October 2024) and 123rd (June 2025, Segovia) sessions of the Executive Council and 20 Affiliate Members admitted by the current General Assembly), out of a total of 453 applications or expressions of interest that were considered.
19. **Greater retention and stability of Members.** As noted above, the enhancement of the services, resources and opportunities for participation that UN Tourism offers its Affiliate Members has contributed to a significant reduction in the number of Affiliate Members losing their membership status owing to an accumulation of arrears:
  - 2022: **97 Affiliate Members** lost their membership as a consequence of payment arrears.
  - 2025: the number in this category dropped to **16 Affiliate Members**.
20. This steady downward trend shows a positive increase in Affiliate Members' satisfaction with their membership.

## V. Activities of the Board of Affiliate Members

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21. The Board of Affiliate Members, whose four-year term ends at the current session of the General Assembly, has shown strong institutional commitment and has actively participated in all projects, meetings and events organized by UN Tourism during its term, aiming to take maximum advantage of the resulting opportunities to share with Member State Governments their innovative projects and proposals on the most important issues and areas of work for the Organization and the tourism industry, with due consideration for the priorities and needs of Affiliate Members.
22. During this period the Board has held three statutory meetings: the 59th meeting, in January 2024 in Madrid; the 60th meeting, in November 2024 in Madrid, and the 61st meeting, in May 2025 in Segovia, Spain.
23. The Board has also participated at the institutional level in all the meetings of the Regional Commissions held in 2024 and 2025, presenting activity reports and messages from Affiliate Members at these forums through its Chair or regional representative:
  - a. 70th meeting of the Regional Commission for Europe, held on 8 and 9 April 2024 in Tirana, Albania, with the participation of Fitur (Spain) as representative of the Board.
  - b. 69th meeting of the Regional Commission for the Americas, held on 30 April 2024 in Varadero, Cuba, with the participation of Red Estable (Spain) as representative of the Board.
  - c. 50th meeting of the Regional Commission for the Middle East, held from 22 to 24 May 2024 in Muscat, Oman, with the participation of Red Sea Global (Saudi Arabia) as representative of the Board.

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<sup>2</sup> Figure to be updated on 8 November 2025.



- d. 36th joint meeting of the Regional Commissions for East Asia and the Pacific and for South Asia, held on 27 and 28 June 2024 in Cebu, the Philippines, with the participation of Chameleon Strategies (Thailand) as representative of the Board.
  - e. 67th meeting of the Regional Commission for Africa, held from 22 to 24 July 2024, with the participation of the Tanzania Association of Tour Operators (United Republic of Tanzania) as representative of the Board.
  - f. 51st meeting of the Regional Commission for the Middle East, held from 11 to 14 February 2025 in Doha, Qatar, with the participation of Chameleon Strategies (Thailand) as representative of the Board.
  - g. 37th joint meeting of the Regional Commissions for East Asia and the Pacific and for South Asia, held on 15 and 16 April 2025 in Jakarta, Indonesia: with the participation of Traveloka (Indonesia) as representative of the Board.
  - h. 71st meeting of the Regional Commission for Europe, held from 4 to 6 June 2025 in Baku, Azerbaijan, with the participation of Azerbaijan Tourism and Management University as representative of the Board.
  - i. 70th Meeting of the Regional Commission for the Americas, held from 31 July to 2 August 2025 in Lima, Peru, through the the Argentine Chamber of Tourism (CAT), in its capacity as First Vice-Chair of the Board of Affiliate Members.
24. Elections to the 2026–2029 Board. Affiliate Members have elected the members of the new Board for the 2026–2029 term. Preparations for the election took place between January and September 2025 and the elections were held between 1 and 22 October 2025 on a dedicated, secure online platform. The composition of the new Board for 2026–2029 is detailed in Annex I.
25. At the 61st meeting of the Governing Board, to be held on 11 November 2025, the members of the Board will elect its Chair and two Vice-Chairs.
26. Sustained collaboration between the Board and the Committee on Matters Relating to the Affiliate Membership. The Board has coordinated continuously with the Committee, which it perceives and values as an ideal institutional framework for promoting constant improvements in the process of integrating Affiliate Members into the Organization, taking into account the Committee's prerogative to formulate and submit recommendations to the governing bodies of UN Tourism, to bring proposals and initiatives to the attention of Member States, and to count on their attention and support. The Committee has shown maximum openness to the inclusion of proposals from Affiliate Members on its agenda and to the submission of some of these initiatives for consideration by the Executive Council.
- a. The good coordination and sustained and constructive dialogue between the Board and the Committee have been evident in the process of developing a solid work programme for 2024–2025, which has successfully incorporated many valuable proposals submitted by Affiliate Members.
27. The Chair of the Board of Directors participated in the meetings of the Committee on Matters Relating to the Affiliate Membership held over the last two years, within the framework of the sessions of the Executive Council.

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