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Draft Programme of Work and Budget for 2026-2027

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Draft Programme of Work for 2026-2027

Executive summary

This document presents the general framework of the Draft Programme of Work for 2026-2027, endorsed by the Executive Council at its 123rd session. As requested by the Council, such framework has been completed with outcomes/outputs, responsible departments within the Secretariat, source of funding (RB/XB), as well as related Sustainable Development Goals (SDGs) (see Annex I). The objectives and priorities of the Draft Programme of Work are grounded, like in the previous biennium, on the responses of UN Tourism Members to the wide consultation process on priorities launched at the end of 2024.

DRAFT RESOLUTION[1]

Agenda item 4(e)
Draft Programme of Work and Budget 2026-2027
(document A/26/4(e) I)

The General Assembly,

Having examined the report of the Secretary-General on the Draft Programme of Work 2026-2027,

1.   *Thanks* the Secretary-General for the comprehensive consultation process with the Members for the preparation of this draft; and

2.   *Approves* the Draft Programme of Work 2026-2027.

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[1] 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.

UN Tourism is a specialized agency of the United Nations
World Tourism Organization
C/ Poeta Joan Maragall 42, 28020 Madrid, Spain – Tel: (34) 91 567 81 00 – info@untourism.int / unwto.org

I.   Introduction

1.   Every biennium, the preparation of the Programme of Work of the Organization engages all UN Tourism Members and the Secretariat through a transparent and systematic consultation process. At the end of 2024, a survey was launched by the UN Tourism Secretariat to identify, among others, the Members' needs, priorities, challenges and viewpoints, which are among the main inputs for the preparation of the present document. 126 Member States and four (4) Associate Members replied to the survey, constituting a highly representative portion (79%) of this combined membership, and showing the interest of UN Tourism Members in the life and future of the Organization.

2.   In Part II, this draft report presents and explains the different strategic objectives and programmatic priorities of the Programme of Work 2026-2027, in total alignment with the results of the survey, which were presented to and discussed by the Programme and Budget Committee.

3.   Part III presents the structure of the Secretariat, in line with the budget presented in the financial report, CE/123/3(c)(v).

4.   Annex I completes Part II by specifying expected outcomes/outputs, as well as the department(s) responsible for their implementation, and the connection with different Sustainable Development Goals of the 2030 Agenda.

II.   Strategic objectives and programmatic priorities

5.   Tourism has once again demonstrated its resilience and has returned to sustained growth. An estimated 1.4 billion international tourists (overnight visitors) were recorded around the world in 2024, an increase of 11% over 2023. And in 2025, international tourist arrivals are expected to grow 3% to 5% over 2024 worldwide.

6.   However, challenges persist in terms of congestion and seasonality in many destinations, lack of skills in tourism workforces, high prices and vulnerability to climate change, mostly to extreme events. In addition, the economic and geopolitical situation continues to pose significant risks to the sector, with numerous open conflicts worldwide. Furthermore, the trade war started by the USA, with volatile tariffs conducive to commercial tensions, has put an additional burden on public and private tourism planners and decision makers. In such a challenging environment, multilateralism, pragmatism and efficiency are required at the social, economic and environmental levels, and tourism, among other sectors, has a role to play: it should be the vector for peace, unity, dialogue, inclusiveness and protection of our Planet, as well as an economic force aiming at social progress.

7.   In this demanding context, the UN Tourism Secretary-General has adjusted (a) the strategic objectives of the Organization for the upcoming Programme of Work 2026-2027, ensuring leadership for the Organization and the sector in the long run and (b) the programmatic priorities permitting a focus on the pressing issues and the rational use of resources.

8.   The Secretariat has taken into account the following factors in drafting the present document: (a) continuity with the previous programme of work, (b) the results of the survey, as previously explained, (c) the declaration by the UN General Assembly of 2027 as the International Year for Sustainable and Resilient Tourism, as well as (d) the overarching framework constituted by the United Nations' 2030 Agenda for Sustainable Development. The PoW 2026-2027 also reflects the efficiency measures related to the UN80 initiative of the UN Secretary-General, for which UN Tourism has been part through the Specialized Agencies cluster.

II.A. Three Strategic Objectives

Objective 1: Leading in tourism, positioning the sector in the global agenda, through advocacy, knowledge creation, policy guidance and diversification of services.

9.   Positioning the sector in the world agenda and advocating for its relevance means influencing tourism policies, and this requires harmonized data and pluri-dimensional knowledge: in statistics, market intelligence, marketing, product development, investment, innovation, sustainability, accessibility, as well as legal aspects, to name a few. And such knowledge requires proper dissemination through adequate education tools reaching the current and future tourism workers of public and private entities.

10. Work lines under this objective are:

(a) **Advocacy and coordination**: Advocating for the inclusion of tourism in national, regional and international development and trade agendas as a major driver in supporting the world economy and building a more sustainable, inclusive and resilient future for all. Supporting consistent coordination within and between States, the private sector, international organizations and civil society as one strong voice to overcome the different crises and their economic and social impacts and progress sustainability.

(b) **Knowledge creation and policy recommendations:** Leading research on tourism, building alliances for better knowledge creation and dissemination, and formulation of policy recommendations and guidelines to ensure the sector's sustainable growth, competitiveness and resilience, while integrating the vast expertise of a wide range of stakeholders, especially Affiliate Members. Creation of online tools to share and disseminate knowledge – Tourism KNOW platform.

(c) **Scaling up the evidence base for tourism:** As the leading global authority on tourism statistics, develop and maintain international statistical standards for a 360-degree measurement of tourism, forging consensus in the sphere of the UN system. Implementation of these standards require active accompaniment and support from the Organization through capacity building and statistical support instruments. The increasing amount and quality of tourism data produced in countries through the implementation of standards is subsequently compiled by the Organization into the world's most comprehensive statistical database on tourism, thereby feeding better decisions, policy and strategic planning.

(d) **New online services to Members:** Providing tailor-made services for the specific needs of Members, including knowledge hubs, communities of practice, training courses and capacity building programmes for the tourism sector addressing public- and private-sector stakeholders alike.

(e) **Acting as advocates of public-private collaboration:** Through its Affiliate Membership, UN Tourism has a unique position as the only UN agency that has the private sector among its Members. The Organization will work to forge its status as a facilitator of synergies and cooperation across its diverse and far-reaching membership, with a special focus on bringing together both public and private stakeholders.

(f) **Promoting public-private-community partnership:** Placing communities alongside public and private sectors as a core pillar of tourism governance, planning and management to ensure a more inclusive sector.

11. **Tourism and communication** are powerful allies, enabling destinations to effectively position themselves and highlight their unique value. In the context of significant growth within the sector, it is essential to strengthen both traditional and digital communication strategies to build trust, promote tourism's social impact, and ensure its positive representation on the global economic agenda.

(a) **Creating new platforms** such as a communication lab, UN Tourism TV, and a UN Tourism podcast, illustrating how tourism is increasingly reinforcing its role on the global agenda and allowing members to showcase and share good practices.

Objective 2: Expanding the Organization and membership. Increase resources, capacity and ownership, through strategic partnerships.

12. The Organization will continue working to attract new Members to strengthen its voice and capacity in the global development and trade agenda. Likewise, the progressive creation of regional and thematic offices will support both UN Tourism's geographical presence, as well as its capacity in co-creating knowledge with, and directly supporting its Members.

13. In addition, strategic partnerships with other international and regional bodies, UN agencies and programmes, academia, civil society as well as with key private sector entities, will further enhance its ability to scale up resources and competencies to respond to Members' needs.

(a) **Attracting new Member States:** Based on leading knowledge and policy drive, UN Tourism will continue actively working towards attracting new Members. Priority will be given to the United Kingdom and the Nordic and Baltic States in Europe, the Americas, notably the United States of America and Canada, and East Asia and the Pacific, as well as the Small Island Developing States (SIDS) from the Caribbean and the Pacific. New memberships will strengthen the Organization and empower the global tourism agenda.

(b) **Increasing resource mobilization** for both knowledge creation and capacity development including technical assistance projects. UN Tourism will intensify its resource mobilization efforts to enhance its knowledge creation and impact, support a wide range of States through technical assistance projects for more sustainable and competitive tourism development, including facilitation for new public or private investment flows. Embrace opportunities with the UN Sustainable Development Group (UNSDG), benefitting from the UN Resident Coordinators system present in 130 countries and aiming at jointly supporting tourism development. Maximizing new mechanisms such as the Tourism for Rural Development Small Grants Programme approved at the 25th General Assembly. Considering the shrinking Aid globally, and Official Development assistance, the Secretariat will build the capacity to move from development finance towards unlocking catalytic finance and diversifying the donors base.

(c) **Expanding the Organization:** UN Tourism will keep working on the governance model supporting the opening of regional and thematic offices worldwide. As one of the most challenging steps ever taken by the Organization, this expansion is also one of the most efficient ways to upscale the Organization's impact and increase its human and financial resources. It also increases Members' ownership of the Organization's regional political action, as well as its capacity for relevant knowledge development. Furthermore, opportunities to scale up Category 2 entities (independent entities "in collaboration with UN Tourism": Centres, Hubs, Academies…) shall be explored, thus increasing both the capacity to deliver and resources of the Organization, including a model of annual contribution for Category 2 entities to the Secretariat. Regional and thematic offices, in different forms and natures, are already operational or close to be open in Andorra, Brazil, the Kingdom of Saudi Arabia, Japan, Morocco, Uruguay and Uzbekistan. Furthermore, to support efforts in education or in knowledge creation, entities are operating, or will do so soon, with UN Tourism support in Croatia, the Dominican Republic, Greece, the Kingdom of Saudi Arabia, Uzbekistan and Zambia. Finally, 46 observatories are committed to working with UN Tourism under the International Network of Sustainable Tourism Observatories (INSTO).

(d) **Developing new strategic partnerships:** Following the model of other UN system entities, generate resources and create value by strengthening cooperation with institutions, academia, civil society, and the private sector, thus unlocking and scaling up the capacity to deliver. New engagement with the United Nations, and other international organizations leveraging joint efforts, competencies and resources for advancing tourism growth, sustainability and resilience, which fully aligns with the UN80 initiative on mainstreaming mandates of specialized agencies.

(e) **Attracting leading tourism entities under the umbrella of the UN Tourism Affiliate Membership:** By reforming the governance structures of the Affiliate Members and building on the Expansion Strategy for a Quality-Oriented and Balanced Affiliate Membership, the Organization will continue attracting high-level tourism entities that bring expertise, innovation, and strategic value to both the Organization and the sector. This approach aims to foster stronger synergies between Member States and Affiliate Members while ensuring a more diverse, impactful, and well-balanced Affiliate Membership. Strengthening this network will allow UN Tourism to enhance its capacity to deliver across different geographies and key tourism-related areas.

Objective 3: Transforming the Organization for a better future. More agile and effective governance. Embracing UN values and multilateralism for realizing the 2030 Agenda.

14. In order to improve service delivery to Members, 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. The current

discussion of the UN80 initiative will need to be fully taken into account on both mandate and efficiency model:

(a) **Result-oriented planning** in alignment with Members' priorities and the current global context to build resilience and achieve inclusive and green growth for realizing the 2030 Agenda.

(b) **Measuring performance and external outcomes** through a strategic balance scorecard, key performance indicators and a performance management system to achieve a working culture of excellence.

(c) **Strengthening institutional framework, compliance, ethics and internal oversight functions** through the continuation of audit services from UN OIOS focusing on improving governance structure, the use of resources, and service delivery. Exploring the feasibility—resources permitting—to strengthen the Secretariat's capability to comply with donors' standards and implement new administrative and financial agreements with multilateral donors.

(d) **Security, trust and multilateralism**, integrating UN Tourism into global fora such as the Global Cybersecurity Forum and other multilateral dialogues within the United Nations system.

(e) **New Headquarters facilities**, provided by the Kingdom of Spain, offering a better work environment for UN Tourism personnel, as well as adequate space for technical and statutory events with UN Tourism Members.

(f) **Implementing a Content Management System (CMS)** to ensure effective coordination of knowledge management and advance an **Organizational Knowledge System**.

(g) **Advancing innovation internally** to be at the forefront of the Digital Agenda through streamlining daily tasks and facilitating data-driven decision making through a two-pronged approach: encouragement of a **culture of innovation** within personnel and introduction of **artificial intelligence** for enhancing efficiency of internal processes.

II.B. Five Programmatic Priorities

Priority 1: Placing tourism in global, regional and national agendas. Building better and strong institutions: Data, Standards, Governance, Policies and Legislation.

15. Ensuring that the tourism sector continues to serve as a major force for inclusive growth and sustainable development requires not only leadership for UN Tourism, but also holistic and integrated policy framework and an effective and accountable system of governance for its members.

16. Tourism is an integral part of our economic, social and environmental systems, and it needs to be recognized, and managed, as such. For this, credible and comparable data is needed. In line with its UN mandate, UN Tourism plays a leading role in advancing tourism statistics and ensuring their integration within the broader global statistical system. This includes driving global engagement and consensus-building around the development of measurement frameworks, promoting their worldwide implementation, as well as collecting and disseminating quality data.

17. Tourism explicitly features as a target in three of the Sustainable Development Goals (SDGs): Goals 8, 12 and 14 on decent work and sustainable economic growth, sustainable consumption and production (SCP), and the sustainable use of oceans and marine resources, respectively. Given the sheer size, crosscutting nature and links with other sectors along its vast value chain, tourism has the potential to contribute—directly and indirectly—to all 17 SDGs. UN Tourism is the official custodian agency of 3 SDG indicators included in the United Nations' Monitoring Framework for the Sustainable Development Goals: indicators 8.9.1 and 8.9.3 for tracking Target 8.9 on the promotion of sustainable tourism, and indicator 12.b.1 under Target 12.b on developing and implementing tools to monitor sustainable tourism.

18. Lines of actions under **Priority 1** are:

(a) **Developing tourism infrastructures and tourism sites.**

    i. Helping governments and tourism industry stakeholders to dialogue with international finance institutions by helping them create tools to showcase their data such as the tourism investment guidelines.

    ii. Supporting tourism ministries to have a better say in the decision-making process at the national level regarding investments in infrastructures which will affect tourism. The establishment of the first-ever Investor Assistance hub will facilitate proactive engagement with the private sector by collecting and analysing investor feedback to identify regional investment needs, streamline the flow of capital, and provide actionable insights for national governments.

    iii. Working in coordination with the investments attraction plan to prioritize infrastructure projects on tourism. The hub will also feature an investment dashboard, offering real-time, data-driven reports on investor trends and opportunities. This tool will optimize investment flows across regions and contribute to greater visibility of the tourism sector within the global economy.

(b) **Strengthening tourism institutional capacity and governance. Defining and implementing plans, policies and strategies.**

    i. Establishing tourism as a key national sector. Guiding Member States on how to structure tourism as a state policy considering public investments and public-private partnerships as main enablers to insert the sector in the national agenda as a key priority to be considered and implemented by all ministries. In this manner, tourism will be conferred with greater importance in leadership and governance within regions.

    ii. Offering Members new conceptual governance and management models, at national and destination levels.

    iii. Actively promoting sustainable tourism as an objective within national tourism policies and align tourism policy and planning with the Sustainable Development Goals (SDGs).

    iv. Support Members in land planning, ensuring efficient use of territories, defining priority tourism areas, and destination management.

(c) **Reviewing, strengthening and harmonizing legal and regulatory frameworks applicable to tourism. Promoting Tourism Law activities.**

    i. Strengthening legal and regulatory frameworks applicable to tourism at national, regional and international levels, that support sustainable tourism development and are aligned with international best practices and standards.

    ii. Improving the capacity of Member States to draft, implement, review and optimize effective tourism legislation through targeted technical cooperation.

    iii. Promoting the establishment of Tourism Law Observatories across the six regions of UN Tourism to foster greater legal harmonization and regional cooperation among countries to address shared challenges and opportunities within the tourism sector.

    iv. Increasing UN Tourism's pivotal role in the development and harmonization of international standards and recommendations that support the sustainable development of tourism and provide stronger legal protections and guarantees for tourists, businesses, and local communities.

    v. Promoting UN Tourism's initiatives and activities related to Tourism Law, while encouraging greater involvement and active participation of academic experts and institutions within the same.

    vi. Advocating for the recognition of Tourism Law as an independent branch of the legal system, while promoting knowledge in this field and enhancing the understanding of

its role in fostering sustainable tourism development among Member States and key tourism stakeholders.

    vii. Promoting the development and implementation of alternative dispute resolution mechanisms for the international settlement of travel and tourism disputes, in order to ensure effective redress and strengthen tourists' confidence.

(d) **Scaling up the evidence base of tourism: promoting statistical standards, their implementation in countries including through capacity building, and strengthening international statistical dataset, and promoting tourism within global and national statistical systems** .

    i. Scaling up the evidence base for tourism:

- UN Tourism is the leading global authority on tourism statistics, responsible for maintaining the world's most comprehensive and internationally comparable statistical database on tourism. The UN Tourism Statistics Database provides over 200 key tourism statistics collected from all countries in the world on: inbound, outbound and domestic tourism, tourism industries, employment in tourism, trade-based indicators and tourism SDG indicators.

- UN Tourism is continuously modernizing its tourism statistics processes to accommodate the evolving needs of the sector and enhance the experience for both data users and data reporters the world over. The database will gradually incorporate new technology to streamline processes, make the most of the enormous richness of data presently collected, and allow expansions with new indicators based on the Statistical Framework for Measuring the Sustainability of Tourism (SF-MST).

- Upholding UN Tourism's role as official UN custodian for SDG indicators 8.9.1 on tourism direct GDP, 8.9.2 on employed persons in the tourism industries, and 12.b.1 on the implementation of tools to measure sustainable tourism. Data and storylines are submitted for inclusion in the UN Global SDG Indicators Database, the UN Open SDG Data Hub as well as in the UN Secretary-General's report Progress Towards the SDGs and the UN SDG report.

- UN Tourism will work to align with the requirements, values and principles of the UN system and requests of the UN Tourism Committee on Statistics. This includes a landscape assessment and proposal for (partially and gradually) moving towards open statistical data in the UN Tourism context.

    ii. Measuring what matters: UN Standards to advance tourism data

- Following the adoption of the Statistical Framework for Measuring the Sustainability of Tourism by the UN Tourism General Assembly (16-20 October 2023, Samarkand, Uzbekistan) and its endorsement by the UN Statistical Commission (27 February – 1 March 2024, New York), UN Tourism plans to finalize the production of the official publication with joint UN-UN Tourism copyright, as well as translations into all UN official languages.

- Embarking on the revisions of the International Recommendations for Tourism Statistics 2008 and the Tourism Satellite Account: Recommended Methodological Framework 2008 to ensure that these foundational statistical frameworks remain fit for purpose in a rapidly evolving tourism landscape. These revisions are driven primarily by the need to address major transformations in the tourism sector and to ensure alignment with recent updates to related international statistical standards. The revision process will involve both rigorous research and development, as well as a transparent and inclusive consensus-building approach. A dedicated Expert Group will be created under the auspices of the Committee on Statistics.

- Streamlining tourism in the most relevant international statistical standards to better position tourism and promote its measurement while supporting coherence

with the broader statistical system. Through research and development and the participation in expert groups and consultations, UN Tourism is contributing to the Manual on Statistics of International Trade in Services (MSITS, on trade in services) and the System of Environmental-Economic Accounting (SEEA, on environmental accounts), as well as continuing the promotion of tourism in the UN developments on Beyond GDP.

- Building on the longstanding partnership between UN Tourism and ILO in statistics, work will advance on a list of tourism occupations that will be coordinated with the ILO managed multi-year revision process of the International Standard Classification of Occupations (ISCO). This will be the foundation for measuring and better understanding the complex dynamics of the labour market with respect to tourism, including labour shortages and skills gaps.

iii. Empowering the UN Tourism Committee on Statistics as the central intergovernmental body on tourism statistics.

- Ensuring the fulfilment of UN Tourism's official UN mandate on tourism statistics, which is to collect, to analyse, to publish, to standardize and to improve the statistics of tourism, and to promote the integration of these statistics within the sphere of the United Nations system.

iv. Contributing to global official statistics, reporting regularly to the United Nations Statistical Commission and partaking in the Committee of Chief Statisticians of the UN System, the Committee for the Coordination of Statistical Activities and various UN System Expert Groups advancing related areas of measurement to ensure the positioning of tourism and its alignment Environmental, Social and Governance (ESG) Framework:

- UN Tourism, in partnership with the World Sustainable Hospitality Alliance and easyJet Holidays, is advancing the development of a harmonized Environmental, Social, and Governance (ESG) framework tailored specifically to the tourism sector. Based on research developed in collaboration with University of Oxford SDG Impact Lab, the ESG Framework for Tourism Businesses, will help businesses measure and report their sustainability efforts and impacts in a harmonized, reliable and comparable manner. UN Tourism coordinates an Advisory Board gathering diverse stakeholders, while efforts are underway to finalize the ESG Framework.

- The development of the ESG Framework for Tourism Businesses will be accompanied with practical guidance, including best practices to streamline business reporting processes, while taking into account the unique requirements of the tourism sector and with consideration of the particularities of small and medium-sized enterprises.

(e) **Facilitating access to finance.**

i. Re-evaluating participation and engagement with the UN Sustainable Development Cooperation Framework, a support and coordination mechanism led by the UN Sustainable Development Group (UNSDG) and its numerous resources at regional, national and local level, notably in view of the work of the UN Tourism regional offices. Move towards a catalytic finance model.

(f) **Strengthening interministerial and regional/international cooperation.**

ii. Facilitating interministerial cooperation in tourism issues and a whole-of-government approach to tourism development.

iii. Accompanying governments and tourism industry stakeholders to advocate for the sector in the international sphere, fostering new global partnerships with major international events to expand visibility and outreach of tourism in the international sphere.

(g) **Ensuring security and safety, including cybersecurity.**

     i. Supporting Members in anticipating and understanding threats, risks and crises, to better respond to, and recover from them.

     ii. Integrating UN Tourism into global forums such as the Global Cybersecurity Forum or other multilateral dialogues within the United Nations system.

Priority 2: Market intelligence, rethinking destination positioning and product development.

19. UN Tourism is committed to providing the Members and the sector with relevant and updated intelligence on tourism emerging trends that create added value to the economy and to societies. Lines of actions under **Priority 2** are:

(a) **From data to intelligence and insights for action**

     i. Ensuring the most updated information on international tourism flows and spending as well as forecasts and sentiment analysis through the [UN Tourism World Tourism Barometer](#).

     ii. Enhancing UN Tourism [data & intelligence dashboards](#) to include new partners and indicators while expanding the community of practice among members in this area, with Affiliate Members playing a key role as a source of tourism data and insights.

     iii. Supporting Member States to create and implement national tourism intelligence systems.

     iv. Developing forward-looking scenario planning and forecasting for 2050.

     v. Measuring the contribution of tourism to job creation and skills development through the establishment of the UN Tourism Jobs of the Future and Education Observatory by monitoring the impact of digitalization in employment, identifying education gaps and providing key insights for data-driven decision making.

(b) **Analysing tourism policies**

     i. Creating a biannual Benchmark Report to measure Tourism Policies and Performance on the three dimensions of sustainability as well as governance.

     ii. Advancing policy analysis and guidance through a new online tool on national tourism structures, policies and initiatives.

(c) **Developing and diversifying tourism products**

     i. Product development and diversification. Reducing seasonality, increasing length of stay and expenditure, building a year-round offer:

- Creating added value, overcoming seasonality, diversifying destinations and products, enhancing the tourism value chain and adapt tourism to new trends in demand.

- Advancing knowledge creation and sharing of good practices, capacity building and skills development, as well as the development and implementation of specific national or local strategies on Gastronomy and Wine Tourism, Urban Tourism, Mountain Tourism, Adventure and Nature Tourism, Health Tourism, Sports Tourism, Audiovisual Tourism and Astro Tourism. UN Tourism recognizes Affiliate Members' role as initiators and key contributors in these and other areas and will work to further enhance their role and engagement.

     ii. Further developing the UN Tourism Programme on Tourism for Rural Development as per the following axes:

- Consolidating the Best Tourism Villages Initiative and promoting the role of tourism in rural development in local, regional, national, and international agendas.

- Strengthening capacities and skills of relevant stakeholders at local level in rural areas and at national level in National Tourism Administrations, including regular executive training for Member States and Local Authorities.

- Creating, exchanging, and disseminating knowledge for effective evidence-based policymaking and tourism management through the creation of the Rural Tourism Observatory.

- Working with Member States and actors on the ground in implementing innovative approaches namely through the Tourism for Rural Development Small Grants Programme.

(d) Marketing. Accessing new markets. Fostering promotion, branding and positioning of destinations (including via new digital channels)

    i. Communicating more effectively and entering new markets and segments. Capacity-building on social media skills and data, as well as branding, marketing and segmentation.

    ii. Better understanding and promoting **domestic tourism**. Domestic tourism represents around six times the number of international travellers worldwide with the pandemic recalling its importance. UN Tourism will develop a benchmark on domestic tourism development and policies to provide good practices and policy guidance.

Priority 3: Fostering sustainability, inclusiveness and resilience: circularity, climate action, and biodiversity. Reduce inequalities and promote culture.

20. Making tourism more sustainable, responsible and ethical is not just about controlling and managing the negative impacts. It requires constantly optimizing the performance of the sector to maximize its contribution to sustainable development, as tourism, if well managed, is in a very special position to benefit local communities, economically and socially. The tourism sector is also well placed to raise awareness and support for the conservation of the environment and the safeguarding of cultural expressions.

21. To support all of this, more and better data is needed to mobilize the shift to a better tourism that works for people, planet and prosperity.

22. Lines of actions under **Priority 3** are:

(a) Promoting greener and circular practices. Protecting and managing natural resources (water, biodiversity). Mitigating, adapting to climate change. Preventing and recovering from extreme events.

    i. Climate action

- Promote UN Tourism's work in the framework of the Glasgow Declaration and coordinate, monitor and track the implementation of the commitments of signatories. Develop guiding material for tourism stakeholders (public and private) to accelerate climate action.

- Conduct periodic reviews and assessments to measure progress of Climate Action in National Tourism Policies, VNRs, NDCs and support Members through best practices, comparative analyses and capacity-building.

    ii. Biodiversity

- Advocate for the newly created "Nature Positive Tourism Partnership" and create policies that encourage biodiversity conservation in tourism planning and operations.

- Support through the systematic compilation and analysis of successful cases the key factors of tourism activities that emphasize biodiversity education and appreciation and thus contribute to a net positive tourism approach.

- Develop guiding material for local authorities that focusses on the governance elements of those effective partnerships and benefit both tourism and biodiversity.

(b) Promoting sustainable development of tourism. Tourism with higher value and lower impact.

i. One Planet Sustainable Tourism Programme

- Sustainable consumption and production and circularity

- Promoting UN Tourism's catalytic initiatives: Global Tourism Plastics Initiative and Global Roadmap for Food Waste Reduction

ii. International Network of Sustainable Tourism Observatories (INSTO)

- Strengthen the role and function of INSTO in monitoring sustainability in tourism at the destination level and encourage new destinations to join INSTO, expanding its global footprint and influence

- Assess the feasibility of annual contribution by INSTO observatories, and becoming Category 2 entities.

(c) Including local communities and vulnerable groups. Ensuring quality of life and decent work in destinations.

i. Raise awareness-raising among Member States on how to champion labour inclusion of local communities, vulnerable and traditionally marginalized groups through tourism

ii. Advance labour inclusion of tourism professionals and support service staff with disabilities, by companies, through pilot testing, promotion of best practices and toolkits

iii. Develop tools that ensure fair, ethical and equitable distribution of tourism benefits to and within Indigenous communities.

(d) Promoting and safeguarding tangible and intangible cultural heritage and creative industries.

i. Promote global positioning and issue reference documents on tourism and culture linkages, management and marketing, in alignment with key international partners of the culture ecosystem.

ii. Provide guidance to and train Member States, including both National Tourism Administrations and Destination Management Organizations, on incorporating creative industries into their cultural tourism products and experiences.

(e) Enhancing tourism resilience.

i. Enhancing resilience in tourism is essential to deal with various forms of shocks and stresses, including climate change, natural disasters, pandemics and economic crises. Sustainability and resilience are interrelated concepts as a sustainable tourism industry is inherently resilient, capable of withstanding shocks and stresses while balancing environmental, social and economic concerns.

ii. Foster the development of adaptive and inclusive governance models based on timely and relevant evidence across all dimensions of sustainability taking into account UN Tourism new UN Statistical Framework MST and INSTO initiatives.

iii. Support strategic planning to minimize negative impacts and maximize benefits, planning for potential disruptions and creating strategies for quick recovery to create a robust, beneficial and adaptable tourism sector.

(f) Empowering youth through tourism. Developing social tourism.

i. UN Tourism recognizes the importance of actively encouraging youth in providing insights of their vision for the sector, the challenges they face and the opportunities they see for growth and innovation.

(g) Gender equality & women's empowerment.

i. Raise awareness among governments and the private sector on gender equality.

ii. Train and upskill Member States' officials to collect and produce sex-disaggregated tourism data.

iii. Conduct regional research on women's empowerment in/through tourism and suggest recommendations/action agendas for UN Tourism Regions and the different tourism industries.

iv. Promote gender mainstreaming and gender inclusive strategies for national tourism administrations and tourism businesses.

v. Increase capacities of individual Member States to foster women's employment, entrepreneurship, training, leadership, community development, as well as their measurement.

vi. Provision of mentorship in innovation, entrepreneurship, public speaking and leadership among young women and those from vulnerable backgrounds now working in tourism.

(h) Ethics

i. Enhance the implementation of ethical and responsible tourism principles in policymaking through legislative, regulatory and voluntary instruments, as well as international conventions.

ii. Achieve a greater extent of visibility of CSR actions championed by the tourism industry and encourage a peer-to-peer dialogue to inspire their replication.

iii. Recognize and reward, at the highest international level, the most outstanding CSR examples.

iv. Provide an independent and impartial global platform to discuss the most pressing issues in tourism sustainability with ethical implications and issue recommendations.

v. Position UN Tourism within the UN system / international community as the main global advocate of responsible tourism principles, maximizing all positive impacts and mitigating the negative ones.

(i) Accessibility

i. Ensure that UN Tourism's internal organizational and project development processes are inclusive of persons with disabilities, which will in turn mainstream accessibility within national tourism administrations

ii. Keep creating tourism policy, strategy and product development tools to embrace universal accessibility by tourism public administrations, destinations and companies, based on a global survey results.

iii. Sensitize and strengthen knowledge and skills of Member States in designing, adopting and implementing accessible tourism policies, standards and strategies, making tourism experience accessible to all people, with or without disabilities.

iv. Design innovative policies and product development tools for public administrations, destinations, and companies to include persons with disabilities and seniors in tourism planning.

v. Offer technical guidance to Member States on improving accessibility across the tourism value chain, including private sector, transport operators, protected nature areas and cultural assets, among others.

vi. Conduct regional research, compile good practices and issue recommendations on providing effective and user-centred solutions for accessible tourism infrastructure, products, and services.

vii. Build the capacity and skillsets of Member States to design and implement accessibility policies, standards, and strategies to ensure tourism experiences are inclusive of all people, regardless of their abilities or age group.

viii. Recognize and reward international best practices using objective technical criteria and measurable indicators.

ix. Promote inclusive recruitment and professional development of workers with disabilities, strengthening workforce performance and brand reputation of destinations and companies. Provide technical guidance to Member States on making natural and protected areas, as well as cultural sites, more accessible vis-à-vis the tourism value chain.

Priority 4: Enabling economic growth, boosting investment and innovation: accelerating the uptake of new business models.

23. There is a need to enable startups throughout the entire tourism value chain to thrive, expand, and address the evolving demands and challenges faced by the sector. By providing a nurturing environment to source startups through competitions and challenges and offer support mechanisms, such as mentorship, funding opportunities, and access to resources, entrepreneurs will be empowered to develop ready-to-implement innovative solutions that positively impact the tourism sector.

24. Through these means, UN Tourism seeks to cultivate a **culture of innovation** and collaboration. It recognizes the immense potential of high-scalability entrepreneurs in driving transformative change and creating sustainable tourism practices. By facilitating their growth and scalability, it contributes to the overall development and resilience of the global tourism value-chain, including improvement of inclusiveness, community empowerment, competitiveness and efficient resource management, amongst other objectives within the wider sustainable development agenda.

25. Harnessing **innovation and digital advances**: Tourism has the power to contribute to each of the Sustainable Development Goals, especially in a world that now takes innovation and entrepreneurship as vital roles for development. Likewise, digitalization is under an accelerated process of adoption and evolution, which can maximize the potential of the sector in terms of economic growth and job creation. Nevertheless, new digital divides are arising and UN Tourism has a key role to play in bridging such gaps through a healthy ecosystem aligned with the 2030 Agenda.

26. Promoting a tourism **investments culture:** Tourism, as a cross-cutting and resilient sector, can drive change through innovative financing of impact projects. By fostering new frameworks and encouraging Member States to embrace non-traditional investments, UN Tourism is increasing its positioning as a technical organization in economic analysis and assessment of investment opportunities globally looking towards a competitive and sustainable sector.

27. Likewise, by bringing a variety of stakeholders, tourism investment attraction and promotion programmes are strengthened to facilitate investments at the national and regional levels in collaboration with the private sector and multilateral cooperation to attract donors and

international business, realizing the main objective of supporting tourism economic recovery through sustainable investments in a comprehensive approach: people, planet and prosperity.

28. For this reason, UN Tourism advocates for a strategy of leveraging global investment networks (multilateral cooperation, Private Equity and Venture Capital) to promote, attract and facilitate tourism investments for all regions and entrepreneurs. This focus on traditional and non-traditional investments allows Member States to broaden their economic opportunities at the same time of empowering talent and guiding conservation initiatives for the environment and its culture.

29. Lines of actions under **Priority 4** are:

(a) Fostering innovation, digitalization of the sector, including the Artificial Intelligence Agenda

    i. UN Tourism Startup Competitions and Innovation Challenges: identifying startups and innovators with ready-to-implement solutions for accelerating the achievement of the Sustainable Development Goals through technology and social impact. Furthermore, supporting Member States in creating specific calls for entrepreneurs regionally to empower their national tourism ecosystems and tackle demanding issues as sustainability, smart cities, Artificial Intelligence and deep technologies, gastronomy, and sports, among others.

    ii. UN Tourism seeks to enable Artificial Intelligence as a tool for tourism's transformation. By initiating new research programmes and producing reports on its impact, UN Tourism seeks to contribute to a deeper understanding of Artificial Intelligence's transformative role and its potential to facilitate a deeper understanding on how to drive sustainable development.

    iii. AI should be implemented in the innovation ecosystem. UN Tourism will launch regional and global editions of the Artificial Intelligence Startup Competition to provide Member States with access to new technologies in the sector.

    iv. UN Tourism Tech Adventures Innovation Forums: leveraging this successful format to connect startups and innovators with investors in global events in all regions.

    v. UN Tourism Innovation Network: scaling and supporting startups and innovators by connecting them to the global tourism entrepreneurship ecosystem (startups, governments, institutions, academia, corporates, investors, hubs) in order to develop pilot projects and spread the most innovative solutions for the sector.

    vi. UN Tourism Agenda on Artificial Intelligence:

        a. AI Toolkit for Member States: a self-diagnostic instrument for Member States to assess their readiness and capacity to adopt Artificial Intelligence solutions.

        b. AI Report and Recommendations: strategic information, policy analysis, and practical guidelines to support evidence-based decision-making in the field of Artificial Intelligence and tourism.

        c. AI Training Programme: a structured capacity-building framework offering insights into the applications and implications of AI in the tourism sector.

        d. UN Tourism Nomenclature: a standardized framework for the classification and harmonization of public and private tourism data.

        e. UN Tourism Online Academy: Massive Open Online Courses (MOOCs) on AI and Innovation.

        f. Integration of Artificial Intelligence in UN Tourism Learning Solutions: providing personalized, real-life and smart feedback and responses on (1) UN Tourism Online Academy and (2) WhatsApp application e-Learning courses.

g. GPT for the Tourism Destinations: using official data from national and local tourism authorities to provide travellers with accurate, real-time information.

(b) Attracting investments in tourism. Fostering FDI and local investments. Promoting entrepreneurship and job creation. Developing an enabling business environment.

i. UN Tourism Investment Guidelines and Reports: developing research initiatives to attract, promote and mobilize investments and encourage traditional investors and non-traditional investors to prioritize investments in tourism. Global publications on trends and new mechanisms are realized, as well as country-specific Tourism Doing Business – Investment Guidelines as per the request of Member States.

ii. UN Tourism High-Impact Investments and Multilateral Cooperation: promoting projects, including capacity-building initiatives, to attract, promote and mobilize investments, from venture capital on innovation to private equity, family offices and infrastructure investments in order to foster the sector's value chain to create purpose-driven companies in tourism.

iii. UN Tourism Investment Forums and UN Tourism Investment Network: strengthening value-added connections through the organization of impact events that allow the connection of Member States and private-sector investors (private equity firms, developers, family offices, among others) to open the doors for tourism development.

iv. By creating an Investor Corner, UN Tourism seeks to enhance tourism's position as a pivotal economic sector. The corner will aim to serve as an instrument of live promotion of projects and to identify regional needs, flows of capital and provide actionable insights

v. UN Tourism identifies its value in centralizing information that is relevant for investment decision making.

(c) Improving connectivity: air and sea, inter and intra-regionally. Facilitating travel. Simplifying visa regimes.

i. Bridging air and sea transport and tourism policies, including the policy and regulatory framework, and the facilitation of the whole travel process.

ii. Catalysing connectivity and visa facilitation for tourism growth and socio-economic development: providing guidance to stakeholders on ways to capitalize on tourism, air transport and of visa facilitation.

iii. Working along organizations like International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA), UN Tourism seeks to acknowledge the role of air transportation in tourism,

(d) Fostering public-private cooperation:

i. Fostering new governance models based on Public-Private Partnerships (PPPs), community empowerment and entrepreneurship to enable environment for tourism businesses and positive impact on communities.

ii. Promoting collaboration between startups, corporations, and public institutions to accelerate entrepreneurship and investment in the tourism sector, through the UN Tourism Global Innovation Network.

iii. Forging alliances between UN Tourism Members and partners, specifically between the public and private entities worldwide that are part of the Affiliate Members network, the Member States of the Organization and other relevant partners.

iv. UN tourism will increase its efforts in expanding its Affiliate Members network and reducing annual withdrawal. The Organization aims to increase regional representation in Europe and to double its presence in the Middle East, the Americas, Asia and the Pacific, and Africa.

> v. Supporting the Africa-Americas Summit platform created to reinforce collaboration between emerging regions creating new opportunities for their shared agenda.
>
> vi. Fostering alliances and agreements with multilateral development banks to promote investments.

(e) Reinforcing linkages in tourism value chain, notably for SMEs:

> i. Accelerate economic recovery of the tourism sector by supporting Small and Medium-sized Enterprises (SMEs) and Travel Tech and Mobility Startups to unleash digital technologies to create jobs and enhance future resilience in the linkages of the tourism value chain.

Priority 5: Investing in people: reinforcing education and training, strengthening human capital for decent work.

30. Tourism has a demonstrated capacity to create jobs and opportunities for all. Yet, it still faces imperative challenges such as informality, brain drain, salary gaps, under-staffing, and skills shortage. For these reasons, **education in tourism** stands as a high priority both for the short and long terms, based on the proven hypothesis that investing in people and their competences leads to better job opportunities. It is estimated that 882,000 global tourism jobs per year require vocational training until 2030[2], indicating that UN Tourism is called to provide services to Member States towards these ambitious targets.

    (a) **Cutting-edge education for tourism players:** Tourism is a people-based sector that depends not only on hard and traditionally required skills but also service-oriented and technology-related competencies for the delivery of increasing and diverse travel experiences and, most importantly, for the development of local economies. A highly digitalized world demands modern and multidimensional methodologies to reach the wide array of the sector's value-chain stakeholders, geographical locations, and demographic groups.

    (b) **Create more and decent jobs:** Innovating in education also means steering the development of human capital towards concrete and renovated job offers. The labour market and tourism are rapidly changing while many of the sector's human resource systems keep a stationary structure, revealing expanding salary and career-growth gaps. For this reason, skills development is urgently needed, especially to curb talent leakage and simultaneously stimulating added-value positions.

31. The tourism sector will see the emergence of new types of businesses, products, services and professions, requiring different skills and knowledge. Meeting the new demands will require concerted efforts from all stakeholders—the public and private sectors, as well as academia—and this is where UN Tourism is reinforcing its leading role to help ensure these synergies. The Organization is also committed to advancing AI as a fundamental tool to enhance vocational education, among others.

32. Providing quality jobs depends on quality education. It is also crucial to boost the perception and attractiveness of tourism jobs from a younger age and support the youth through interactive innovative initiatives so that they enter the sector market as highly knowledgeable, skilled and adaptable future leaders.

33. In this regard, UN Tourism implements a 360-degree strategy to enable current and future practitioners' access to high-quality and affordable up-skilling and re-skilling programmes. By proposing the transformation of education through new formats (online and hybrid), scopes (vocational and managerial) and types (formal and life-long learning), the Organization aims to encourage individuals to act on their own as well as to urge Member States and education centres to take action on creating a renovated education path and curricula that help tourism to become more professionalized and recognized as an added-value sector in terms of quality jobs generation.

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[2] ILO (2022)

34.   All of these efforts are supported by the empowerment of the UN Tourism Online Education Committee as advisor and by a group of strategic leaders from Member States and top world class universities.

35.   Lines of actions under **Priority 5** are:

(a) Human Capital development: Training public (national and local) and private workforce (professionalism in tourism services). Online and on-site.

i.   **UN Tourism Online Academy**: Launched in 2019[3], it has become the leading platform for online education in tourism and hospitality with over 40,0000 users and 50 self-paced high-quality courses. Additional thematic areas, languages, and scholarships will be made available worldwide.

ii.   Additionally, internal resources such as the UN Tourism Online Academy will be further strengthened with the use of AI to enhance capacity-building efforts. UN Tourism seeks to double the number of scholarships offered to Member States to better equip the workforce of people working in tourism.

iii.   Scholarships Programme of the UN Tourism Online Academy: free-of-charge course certificates for Member States and other beneficiaries.

iv.   Executive education (**UN Tourism Academy**): curated online, on-site and hybrid courses and training programmes, including *training the trainers*, with global experts as per the requests of Member States.

v.   Bachelor of Science in International Sustainable Tourism: 3-year programme featuring UN Tourism's vision and expertise, an official Swiss Diploma, and innovative teaching methodology. Second cohort expected to start in Autumn 2025 after the success of the first one.

vi.   Dedicated Education Fund in partnership with leading global universities. This initiative will focus on the development of new digital and in-person programmes aimed at enhancing technical and vocational training, thereby expanding access to quality education across the tourism industry.

vii.   International Academies in collaboration with UN Tourism: supporting Member States in strengthening their tourism workforce through quality and affordable programmes taught by UN Tourism's suggested experts or by inviting top academic institutions in specific locations. These are expected to offer 3 main programmes: online education, offline education, and training the trainers. Two of these examples are the academies in Zambia and Zimbabwe. The Riyadh school of Hospitality already established will continue to give support to the region.

viii.   By integrating AI into education, UN Tourism seeks to expand vocational training programmes by creating accessible platforms to increase the capability to reach a wider tourism workforce, like WhatsApp, through which it is expected to train more than 30,000 professionals. Quality assurance in education, making sure that the online and on-site academies perform at the highest standards:

- **UN Tourism Ted.Qual** (UN Tourism Academy): capacity-building for quality certification for tourism, hospitality and related programmes to ensure a coherent teaching methodology globally.

- **High School and Secondary Education:** using the UN Tourism Education Toolkit for High Schools, working with Member State create a tourism subject within their curricula.

(b) Improving quality of services, visitor experience and image of destination.

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[3] The partnership with IE was approved by the Executive Council to last until 31 December 2031 as per decision 3(CXVI).

i.   Destination management courses and toolkits oriented on quality and image.

36.   In all these areas of work, the Organization will count on the support of research and education institutions within the Affiliate Membership to expand UN Tourism's capacity to deliver in field of education and training.

III.   Structure of the Secretariat

37.   Descriptions of the different departments are available in the table below:

Department acronym	Description
Management	Management includes the Office of the Secretary-General and the Executive Directors
COMM **Communications**	The UN Tourism Communications Department contributes to positioning tourism in the 2030 Agenda for Sustainable Development, increasing the digital footprint, as well as generating strategic media relations of UNWTO. Growing and consistent public visibility of UN Tourism needs relevant information at its foundation. Factored into coherent and strategically conceived public outreach, the UN Tourism Communications Department grows organizational reputation and thought leadership. These are, in turn, key to add membership value and broaden UN Tourism's influence base.
LAIS **Legal Affairs and International Standards**	The Department of Legal Affairs and International Standards: (a) Provides legal support and advice to the General Assembly, the Executive Council, and other statutory bodies, as well as to intergovernmental committees. (b) Provides legal advice on questions arising for the Organization, from its Statutes, basic texts and regulations, decisions of the Governing Bodies, and its privileges and immunities, as well as agreements. (c) Reviews and provides legal advice on conference documents to be submitted to the Governing Bodies and assists in the drafting of decisions and resolutions by the Governing Bodies. (d) Drafts, reviews and provides legal advice on the conclusion and application of agreements and other legal instruments with Member States, intergovernmental organizations, nongovernmental organizations and other legal entities, and on contracts to which the Organization is a party. (e) Provides legal advice on human resources matters and policies; provides advice to the offices representing the Secretary-General before the Joint Appeals Committee, and represents the Organization before the ILO Administrative Tribunal and other judicial and arbitral bodies. (f) Supports the Organization's procurement activities. (g) Advises on the procedure for the elaboration, adoption and revision of international standard-setting instruments of the Organization, and exercises the depository functions on behalf of the Secretary-General in relation to UN Tourism Conventions. (h) Carries out the organizational programme of work related to Tourism Law, advises on the implementation of the International Code for the Protection of Tourists, and supervises the Observatories on Tourism Law. (i) Serves as secretariat of the ICPT technical committee, and (j) Performs any other task assigned by the Secretary-General in view of the legal and institutional implications.

SECU **Security**	Under the supervision of the Office of the Secretary-General, the Security Department is responsible for: Relationship with the United Nations Department of Safety and Security UNDSS and implementation of its rules and guidelines in the UN Tourism structure and the relevant procedures (UNSMS). Verification of implementation of security matters for International Events and the corresponding relations with the Host and its security services. Coordination with Spanish Authorities (Foreign Affairs, Interior, Police) Security for UN Tourism building (Safety and Security).
COSE **Conference services**	Conference Services is responsible for: Providing translation, interpretation, terminology, drafting guidelines and other language support services to the Secretariat, Organizing the meetings of the General Assembly, the Executive Council and related events and activities, Managing General Assembly and Executive Council documentation, and Providing conference support services to the other programmes of the Secretariat.
RDAF, RDAM, RDAP, RDEU, RDME **Regional Departments (Africa, the Americas, Asia and the Pacific, Europe and Middle East)**	The Regional Departments (Africa, the Americas, Asia and the Pacific, Europe and Middle East) are responsible for the coordination, follow-up and reporting of the activities undertaken in each UN Tourism region and to maximize participation of, and benefits for, all UN Tourism Members. Through continuous relations with each and every Member, as well as with relevant regional organizations, the departments ensure, a fair, yet strategic, geographically balanced repartition of UN Tourism activities. Furthermore, the departments create a strategy and a subsequent programme of work based on the state of the art in Tourism Policy and Tourism Governance. Moreover, they also establish and maintain relations with non-member States in order to integrate them within the Organization. Lines of action: To establish, in coordination with the other departments, a reporting system for all activities undertaken and relations established in each region To keep Management informed on all relevant regional issues (priorities, requests from Members, etc.), and other programmes on activities of their respective competency To contribute actively to the dissemination and promotion of the operational departments' deliveries To gather any useful information regarding Member States, particularly, but not only, upon request from operational departments
Regional and Thematic Offices	UN Tourism regional and thematic offices are integral parts of the Organization, operating under the supervision of its Headquarters and closely aligned with the UN Tourism mandates and priorities. They enhance the Organization's impact by leveraging its global presence and network to implement initiatives that respond to regional needs.

	The Offices ensure the effective delivery of UN Tourism's Programme of Work at the regional level. They work in close coordination with Headquarters to disseminate knowledge, support technical cooperation, and promote the Organization's services and products. The regional and thematic offices are as follows: • **Brazil**, Rio de Janeiro: Regional Office for the **Americas**, with a focus on strengthening investment promotion. • **Japan**, Nara: Regional Office for **Asia and the Pacific**, with a focus on tourism resilience. • **Kingdom of Morocco**, Rabat: Thematic Office for Innovation in **Africa** • **Kingdom of Saudi Arabia**, Riyadh: Regional Office for the **Middle East**, with a focus on a) education and b) development of rural tourism. • **Uruguay**, Montevideo: Tourism Law Observatory for Latin America and the Caribbean, hosted by UN Tourism Thematic Office • **Uzbekistan**, Samarkand: Thematic Office "Tourism on the Silk Road"

IEI
 	
Innovation, Education and Investments
	The Department of Innovation, Education and Investments focuses on strengthening the global tourism innovation and entrepreneurship ecosystem; scaling up education for supporting added-value jobs worldwide; and supporting tourism economic recovery through sustainable investments.
	
	Its flagship programmes are:
	
	(a) Innovation:
	    - UN Tourism SDGs Global Startup Competition
	    - UN Tourism Startup School
	(b) Education
	    - UN Tourism Tourism Education Toolkit with the purpose of including tourism as a subject in high schools
	    - Bachelor of Science in International Sustainable Tourism
	    - International Academies in collaboration with UNWTO
	    - UN Tourism Jobs of the Future Observatory
	    - Massive Open Online Courses MOOCs on vocational training in the (UN Tourism Tourism Online Academy)
	(c) Investments
	    - UN Tourism Tourism Doing Business – Investment Guidelines for specific countries

Academy	As part of the Innovation, Education and Investments Department, the UN Tourism Academy leads the curated education programmes for Member States, partners for formal education programmes and carries out the Ted.Qual certification for tourism, hospitality and related programmes. Andorra serves as an education centre attached to UN Tourism.
IDC **International Development & Cooperation**	The International Development and Cooperation (IDC) Department's core mandate is to deliver concrete, on-the-ground innovative and technical solutions, fostering cross-regional collaboration to implement practical projects, and providing direct support to Member States in advancing sustainable tourism development. Through hands-on expertise and tailored interventions, the Department ensures impactful, real-world results. Furthermore, through its cooperation approach, the department maintains a curated collection of best practices in the tourism sector (contributed by Member States) to foster cross-regional

expertise sharing and support the practical application of these insights in concrete technical assistance projects and initiatives.

The IDC Department operates under the following five strategic pillars:

- Human capital and quality development: improving skills and standards in tourism through targeted strategies in human resources development and training programs;
- Planning, development, and promotion: supporting comprehensive and strategic tourism planning efforts, at the national and decentralized level;
- Safety of destinations: developing frameworks to ensure the security and safety of tourism destinations;
- Data for decision-making: empowering stakeholders with robust data and analysis to guide strategic tourism decisions;
- Silk road synergy: fostering collaboration along the Silk Road, strengthening cultural and economic ties through tourism.

SDT **Sustainable Development of Tourism**	The Sustainable Development of Tourism (SDT) Department addresses the generation of social, economic and cultural benefits for host communities resulting from the sustainable development of tourism while minimizing the negative impacts upon the natural or socio-cultural environments. It deals with policies and tools for SDT and their application to the different types of tourism destinations for improved sustainability and resilience of the sector both for tourism operations – including circularity and climate action - and biodiversity preservation. It regularly prepares reports on issues related to sustainability and resilience for the UN General Assembly and coordinates relevant UN resolutions.
ECSR **Ethics, Culture and Social Responsibility**	The Ethics, Culture and Social Responsibility Department promotes responsible, socially inclusive and universally accessible tourism. Guided by the provisions of the Global Code of Ethics for Tourism, the Department focuses on promoting 1) accountability of tourism key players in ensuring socio-cultural sustainability, 2) corporate social responsibility and ethical business practices, 3) accessible tourism for all, 4) gender equality and women's empowerment, 5) indigenous tourism 6) youth, 7) cultural tourism and creative industries and 8) intercultural dialogue for peace. The Department also coordinates the activities of the World Committee on Tourism Ethics and the implementation of the UN Tourism Framework Convention on Tourism Ethics.
MIPC **Market Intelligence, Polices and Competitiveness**	The Market intelligence, Polices and Competitiveness Department's mission is to "Make Tourism Destinations More Competitive and Resilient" by: - Creating a one-stop shop for updated and relevant data, trends and insights and harness the opportunities provided by big data, technology and partnerships to step up market intelligence at global level and in the Member States. - Create knowledge and benchmarking on tourism's short-term performance and trends, tourism policy and product development - Setting up recommendations and guidelines on tourism policy, destination management and governance. - Supporting Member States in the development of tourism products that promote competitiveness, inclusion and resilience through diversification and added value, namely, Tourism for Rural Development, Gastronomy and Wine Tourism, Urban Tourism, Mountain Tourism, Health Tourism (medical and wellness) and the Meetings Industry.

	- Creating platforms for sharing of good practices on tourism intelligence, policy, planning, development, and destination management. - Advancing tourism for rural development as a means to build inclusive and sustainable territories and reduce inequalities.
SSD **Statistics, Standards and Data**	The Statistics, Standards and Data Department is in charge of advancing data quality and harmonization in evidence-based decision making and facilitate collaboration within and beyond the tourism sector. The Department is responsible for fulfilling the Organization's UN mandate in the area of tourism statistics to *collect, analyse, publish, standardize and improve the statistics of tourism, and to promote the integration of these statistics within the sphere of the United Nations system*. By integrating new standards development – such as SF-MST, the department works to establish and promote the implementation of globally recognized measurement frameworks and best practices that foster more meaningful and useful data enabling more effective policies, monitoring, evaluation, and identification of key trends. The department focuses on the following key responsibilities: a. **Standards Development:** lead the development and updating of international standards for producing tourism statistics by means of conceptual developments, innovative measurement solutions and consensus-building process. b. **Implementation and Capacity Development:** lead the development of compilation guidance, collect best practices, and conduct capacity-building initiatives to strengthen the statistical capabilities of Member States and stakeholders by providing training and technical assistance. c. **Data Compilation, Management and Analysis:** collect data from all countries in the world, validate, manage, and analyse tourism data to provide trustworthy accurate and up-to-date information to stakeholders by ensuring the quality and reliability of data in its various dimensions, including reliability and timeliness. d. **Data Dissemination and Knowledge Sharing:** disseminate tourism statistics and research findings to a wide range of stakeholders through various channels and promote data accessibility, visualization, knowledge sharing, transparency and collaboration. e. **Collaboration and Partnerships:** ensure the coordination of tourism statistics within the UN System, collaborate with national statistical offices, ministries in charge of tourism, international organizations, and other stakeholders to foster the continuous improvement of tourism data.
AM-PPC **Affiliate Members and Public-Private Collaboration Department**	The central role of the Affiliate Members and Public-Private Collaboration Department (AMD-PPC) is to continuously strengthen and expand the network of alliances between the Organization, its Member States, Affiliate Members, and other public and private partners worldwide. This serves as a solid foundation for UN Tourism to globally promote public-private cooperation while also providing valuable contributions and support, enabling the Organization to deliver greater value and services to its Members and the global tourism sector.
IRPA	The Institutional Relations, and Partnerships and Advocacy Department (IRPA) provides policy advice to the Secretariat in the field of external relations and financing for development for UN Tourism's

Institutional Relations, and Partnerships and Advocacy	ability to realize its mandate in the 2030 Agenda. IRPA plays a key role in fostering strategic partnerships advocating for tourism in global development and enhancing UN Tourism's influence. It cultivates collaborations with international organizations, financial institutions, and other stakeholders to advance sustainable tourism. The department also facilitates dialogue and knowledge exchange, strengthens institutional relations within the UN system, and strategically positions UN Tourism as a global leader in tourism policy and advocacy. As part of the UN system, the work unfolds with a strong focus on: a) in forging strategic partnerships with UN and other institutions (IOs), including international finance institutions (IFIs) and other stakeholders; b) Advocacy for tourism in the global trade and development agenda; and c) increasing capacity and mobilizing resources through strategic partnerships.
BDFN **Budget and Finance**	The Budget and Finance Department, in accordance with the UN Tourism Financial Rules and Regulations, is responsible for preparing and monitoring the UN Tourism budget; producing the Financial Statements of the Organization compliant with IPSAS; drafting UN Tourism financial rules, regulations, policies and budgetary and financial reports for the UN Tourism Governing Bodies and other stakeholders; accounting; treasury operations and investments; monitoring receivables and payables; payroll; and, liaising with the External Auditors and other stakeholders such as financial institutions. The department also provides advice on financial aspects of agreements and other legal commitments, and functional requirements for the data model and reference data of the financial management information system of the Organization.
GESE **General Services**	The General Services Department is responsible for providing travel services to staff on missions, ensuring the adequacy and proper maintenance of the infrastructure of the Headquarters building and utilities contracts, providing security services, handling reproduction and printing services, distributing mail and internal documents, and securing internal transportation services.
HR **Human Resources**	The Human Resources Department is responsible for recruitment, personnel administration and training of all UN Tourism personnel. It is also responsible for the various administrative functions related to the hiring of Service Contract holders, Experts, Interns and other personnel.
ICT **Information and Communication Technologies**	The Information and Communication Technologies Department (ICT) is responsible for providing technological services and technical support to the Organization in the IT and communication fields (e-mail, intranet, micro computing, applications, network, etc.).

Annex I: Action outlines, outcomes and outputs

38. Embedded in the General framework of the Draft Programme of Work 2026-2027, the following tables propose different areas of work, per strategic objective or programmatic priority, an overview of the expected outcomes/outputs, as well as the department(s) responsible for their implementation, provided sufficient funding (regular budget or voluntary contributions) is available.

List of acronyms:

AM-PPC: Affiliate Members and Public-Private Collaboration

COMM: Communications

COSE: Conference Services

ECSR: Ethics, Culture and Social responsibility

ED: Executive Director

GESE: General Services

ICS: Information and Communication Services

IEI: Innovation, Education and Investment

IDC: International Development & Cooperation

IRPA: Institutional Relations, and Partnerships and Advocacy

LAIS: Legal Affairs and International Standards

MIPC: Market Intelligence, Polices and Competitiveness

ODs: Operational Departments

OFSG: Office of the Secretary-General

RDs: Regional Departments

RDAF: Regional Department for Africa

RDAM: Regional Department for the Americas

RDAP: Regional Department for Asia and the Pacific

RDEU: Regional Department for Europe

RDME: Regional Department for the Middle East

ROAM: Regional Office for the Americas

ROAP: Regional Office for Asia and the Pacific

ROME: Regional Office for the Middle East

ROs: Regional offices

TOAF: Thematic Office for Innovation in Africa

SDT: Sustainable Development of Tourism

SSD: Statistics, Standards and Data

WCTE: World Committee on Tourism Ethics

Objective 1: Leading in tourism, positioning tourism in the global agenda, through advocacy, knowledge creation, policy guidance and diversification of services

Action outline	Outcomes/Outputs	Lead department(s)	RB[4] (Yes/No)	XB[5] (Yes/No)	SDGs
O1-A. Advocacy and coordination: Advocating for the inclusion of tourism in national, regional and international agendas as a major driver in supporting the world economy and building a more sustainable, inclusive and resilient future for all. Supporting consistent coordination within and between States, the private sector, international organizations and civil society as one strong voice.	• Coordinate reports and resolutions featuring tourism with UN and other international (including financing) organizations, • Position tourism in the G20, G7, EU, ASEAN and APEC Agendas	OFSG, EDs, IRPA, SSD, IDC, ODS, RDs, ROME, ROAM	Y	Y	All
O1-B. Knowledge creation and policy recommendations: Leading research on tourism, building alliances for better knowledge creation and dissemination, and formulation of policy recommendations and guidelines to ensure the sector's sustainable growth, competitiveness and resilience, while integrating the vast expertise of a wide range of stakeholders, especially Affiliate Members.	• Creation of online tools to share and disseminate knowledge – Tourism KNOW platform. • Production of publications • Leverage the expertise of Affiliate Members to support Member States	MIPC, ICS AM-PPC, ODs	Y	Y	All
O1-C. Scaling up the evidence base for tourism: As the leading global authority on tourism statistics, develop and maintain international statistical standards for a 360-degree measurement of tourism, forging consensus in the sphere of the UN system.	• International Standards Development tourism statistics • Data Compilation, Management and dissemination	SSD	Y	Y	All
O1-D. New online services to Members: Providing tailor-made services for the specific needs of Members, including knowledge hubs,	• Conduct survey on priorities, including new services	OFSG, EDs, ODS, RDs, ROs, All	Y		All

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[4] RB: Regular Budget, from assessed contributions
[5] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[4] (Yes/No)	XB[5] (Yes/No)	SDGs
communities of practice, training courses and capacity building programmes for the tourism sector addressing public- and private-sector stakeholders alike.	• Online capacity-building workshops (see notably priority 5)				
O1-E. Acting as advocates of public-private collaboration: Through its Affiliate Membership, UN Tourism has a unique position as the only UN agency that has the private sector among its Members. The Organization will work to forge its status as a facilitator of synergies and cooperation across its diverse and far-reaching membership, with a special focus on bringing together both public and private stakeholders.	• Affiliate Members-Driven Services for UN Tourism • ESG Framework for Tourism Businesses • Cooperation within the framework of technical cooperation projects and other initiatives • Promote public-private-community partnership	AM-PPC, SSD, IDC, ODs, ROs	Y	Y	4, 8, 9, 12, 16, 17
O1-F. Tourism and communication: Creating new platforms such as a communication lab, UN Tourism TV, and a UN Tourism podcast, illustrating how tourism is increasingly reinforcing its role on the global agenda and allowing members to showcase and share good practices.	• Communications Lab, UN Tourism Podcast, Tourism Talks, etc.	COMM	Y	Y	All

Objective 2: Expanding the Organization and membership. Increase resources, capacity and ownership, through strategic partnerships.

Action outline	Outcomes/Outputs	Lead department(s)	RB[6] (Yes/No)	XB[7] (Yes/No)	SDGs
O2-A. Attracting new Member States: Based on leading knowledge and policy drive, UN Tourism will	• Priority will be given to the United Kingdom and the Nordic and Baltic States in Europe, the Americas, notably the United States of America	RDs, Ros, ODs, All	Y	Y	17

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[6] RB: Regular Budget, from assessed contributions

[7] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[6] (Yes/No)	XB[7] (Yes/No)	SDGs
continue actively working towards attracting new Members.	and Canada, and East Asia and the Pacific, as well as the Small Island Developing States (SIDS) from the Caribbean and the Pacific. • Demonstrate the political and technical value of UN Tourism membership				
O2-B. Increasing resource mobilization for both knowledge creation and capacity development including technical assistance projects. UN Tourism will intensify its resource mobilization efforts to enhance its knowledge creation, support a wide range of States through technical assistance projects for more sustainable and competitive tourism development, including facilitation for new public or private investment flows.	• Explore reengagement with UNSDG to take fuller advantage of UN system • Draft a resource mobilization strategy (identification of prospective donors, mapping of priorities, opportunities, projects) • Resource mobilization for policy research and capacity building • Unlock catalytic finance for impact	Management, IRPA, IDC, ODS, ROs	Y		16, 17
O2-C. Expanding the Organization: UN Tourism will keep working on the governance model supporting the opening of regional and thematic offices worldwide. As one of the most challenging steps ever taken by the Organization, this expansion is also one of the most efficient ways to upscale the Organization's impact and increase its human and financial resources. It also increases Members' ownership of the Organization's regional political action, as well as its capacity for relevant knowledge development.	• Reinforce current regional and thematic offices and explore possible establishment of new offices • Promote Category 2 entities (in collaboration with UN tourism) to strengthen financial and resource base	Management, , All dep	Y	Y	9;17
O2-D. Developing new strategic partnerships: Following the model of other UN system entities, generate resources and create value by strengthening cooperation with institutions, academia, civil society, philanthropy, and the private sector, thus unlocking and scaling up the capacity to deliver. New engagement with the United Nations,	• Draft a partnership strategy, in line with the resource mobilization strategy	EDs, IRPA, IDC, ODs, RDs, ROs	Y		17

Action outline	Outcomes/Outputs	Lead department(s)	RB[6] (Yes/No)	XB[7] (Yes/No)	SDGs
and other international organizations leveraging joint efforts, competencies and resources.					
O2-E. Attracting leading tourism entities under the umbrella of the UN Tourism Affiliate Membership: By reforming the governance structures of the Affiliate Members and building on the Expansion Strategy for a Quality-Oriented and Balanced Affiliate Membership, the Organization will continue attracting high-level tourism entities that bring expertise, innovation, and strategic value to both the Organization and the sector.	• Keep promoting the UN Tourism Affiliate Membership through the Expansion Strategy for a Quality-Oriented and Balanced Affiliate Membership: statutory and dedicated events, local partners in projects, etc.	AM-PPC, COSE, ODs, IDC, RDs, ROs	Y	Y	17

Objective 3: Transforming the Organization for a better future. More agile and effective governance. Embracing UN values and multilateralism for realizing the 2030 Agenda.

Action outline	Outcomes/Outputs	Lead department(s)	RB[8] (A, B, C)	XB[9] (Yes/No)	SDGs
O3-A. Result-oriented and strategic planning in alignment with Members' priorities and the current global context to build resilience and achieve inclusive and green growth for realizing the 2030 Agenda.	• Strategic Plan for the Organization, in line with current UN80 initiative, including regional agendas •	Management, EDs, , all departments			
O3-B. Measuring performance and external outcomes through a strategic balance scorecard, key performance indicators and a performance	• Set indicators on the contribution of tourism projects and initiatives to the achievement of the SDGs, using the Toolkit of Indicators for Projects (TIPs)	IRPA, all departments	Y		All SDGs

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[8] RB: Regular Budget, from assessed contributions
[9] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[8] (A, B, C)	XB[9] (Yes/No)	SDGs
management system to achieve a working culture of excellence.					
O3-DC. OECD DAC reporting on UN Tourism ODA share in its programme of work**.** Valuing the relevance for Member States to report their UN Tourism Assessed contribution (85 to 89%) to the OECD Development Assistance Committee as share of total national Official Development Aid	• Annual reporting of all UN tourism activities based on a formula to extract and aggregate ODA value.	IRPA			
O3-D. Strengthening institutional framework, compliance, ethics and internal oversight functions through the continuation of audit services from UN OIOS focusing on improving governance structure, the use of resources, and service delivery. Exploring the feasibility—resources permitting—to strengthen the Secretariat's capability to comply with donors' standards and implement new administrative and financial agreements with multilateral donors.	• Implement and report on recommendations by External Auditors, OIOS and JIU	Management, all departments	Y	Y	16
O3-E. New Headquarters facilities, provided by the Kingdom of Spain, offering a better work environment for UN Tourism personnel, as well as adequate space for technical and statutory events with UN Tourism Members.	• Establish New Headquarters facilities, in collaboration with the Spanish Government	Management, COSE, GESE	Y		17
O3-F. Security, trust and multilateralism	• Integrate UN Tourism into global fora such as the Global Cybersecurity Forum and other multilateral dialogues within the United Nations system.				
O3-G. Implementing a Content Management System (CMS) to ensure effective coordination of content and advance an **Organizational Knowledge System**.	• Develop a Content Management System for the Organization's Research	MIPC, ICS	Y		All

Action outline	Outcomes/Outputs	Lead department(s)	RB[8] (A, B, C)	XB[9] (Yes/No)	SDGs
O3-H. Advancing innovation internally to be at the forefront of the Digital Agenda through streamlining daily tasks and facilitating data-driven decision making through a two-pronged approach: encouragement of a culture of innovation within personnel and introduction of artificial intelligence for enhancing efficiency of internal processes.	• Strengthen the internal Artificial Intelligence Adoption Committee • Integration of innovative tools (e.g., Monday, InnAudit) to enhance internal coordination and delivery of projects	ICS, IDC	Y		9, 16, 17

Priority 1: Building better and strong institutions: Policies, Legislation and Data

Action outline	Outcomes/Outputs	Lead department(s)	RB[10] (Yes/No)	XB[11] (Yes/No)	SDGs
P1-A. Developing tourism infrastructures and tourism sites. • Helping governments and tourism industry stakeholders to dialogue with international finance institutions by helping them create tools to showcase their data. • Supporting tourism ministries to have a better say in the decision-making process at the national level regarding investments in infrastructures which will affect tourism. • Working in coordination with the investments attraction plan to prioritize infrastructure projects on tourism.	• Enhance strategic engagement with International Financial Institutions and key international organizations, to promote financing for development, including green investment in tourism • Support Member States through specific capacity-building • Develop guidelines related to infrastructure	IRPA, IEI, IDC, SDT	Y	Y	8, 9, 11, 12

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[10] RB: Regular Budget, from assessed contributions
[11] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[10] (Yes/No)	XB[11] (Yes/No)	SDGs
P1-B. Strengthening tourism institutional capacity and governance. Defining and implementing plans, policies and strategies. • Establishing tourism as a key national sector. • Offering Members new conceptual governance and management models, at national and destination levels. • Actively promoting sustainable tourism as an objective within national tourism policies and align tourism policy and planning with the Sustainable Development Goals (SDGs). • Support Members in land planning, ensuring efficient use of territories, defining priority tourism areas, and destination management.	• Guide Member States on how to structure tourism as a state policy considering public investments and public-private partnerships to insert the sector in the national agenda to be considered by all ministries. • Provide a self-assessment tool for destinations (Destination NET+) • Support member states in the implementation of plans, policies, and strategies	MIPC, IDC	Y	Y	SDG 17
P1-C. Reviewing, strengthening and harmonizing legal and regulatory frameworks applicable to tourism. Promoting Tourism Law activities. • Strengthening legal and regulatory frameworks applicable to tourism at national, regional and international levels. • Improving the capacity of Member States to draft, implement, review and optimize effective tourism legislation. • Promoting the establishment of Tourism Law Observatories across the six regions of UN Tourism. • Increasing UN Tourism's pivotal role in the development and harmonization of international standards and recommendations.	• Development and harmonization of international standards, such as the "International Code for the Protection of Tourists" • Support member states in developing tourism laws and regulatory frameworks • Advance with the work of the Tourism Law Observatory for the Americas and the Caribbean • Establish the Tourism Law Observatory for the Middle East • Continue working on short-term rental regulation	LAIS, ROs, IDC, RDEU, MIPC, RDs, EDs, All	Y	Y	1,8,11,16, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[10] (Yes/No)	XB[11] (Yes/No)	SDGs
• Advocating for the recognition of Tourism Law as an independent branch of the legal system. • Promoting the development and implementation of alternative dispute resolution mechanisms for the international settlement of travel and tourism disputes.					
P1-D. Scaling up the evidence base of tourism: promoting statistical standards, their implementation in countries including through capacity building, and strengthening international statistical dataset, and promoting tourism within global and national statistical systems. • Scaling up the evidence base for tourism • Measuring what matters: UN Standards to advance tourism data • Empowering the UN Tourism Committee on Statistics as the central intergovernmental body on tourism statistics. • Contributing to global official statistics, advancing related areas of measurement to ensure the positioning of tourism and its alignment	• Update, expand (new indicators) and modernize (new technologies) the Tourism Statistics Database to enhance the data users' and data reporters' experience • Develop a list of tourism occupations, in cooperation with ILO • Support the development of national Systems of Tourism Statistics • Support the Committee on Statistics and the Expert Group on MST • Revise the *International Recommendations on Tourism Statistics* (IRTS) and the *Tourism Satellite Account: Recommended Methodological Framework* (TSA:RMF) • Finalize the ESG Framework for Tourism Businesses	SSD	Y	Y	1, 8, 11, 17
P1-E. Facilitating access to development finance.	• Re-evaluating participation and engagement with the UN development system framework led by the UN Sustainable Development Group (UNSDG) and its numerous resources at regional, national and local level, notably in view of the work of the UN Tourism regional offices.	IRPA, ROs	Y		
P1-F. Strengthening interministerial and regional/international cooperation.	• UN Tourism Africa & Americas Summit	RDAF, RDAM, IDC			10, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[10] (Yes/No)	XB[11] (Yes/No)	SDGs
• Facilitating interministerial cooperation in tourism issues and a whole-of-government approach to tourism development. • Accompanying governments and tourism industry stakeholders to advocate for the sector in the international sphere, fostering new global partnerships with major international events to expand visibility and outreach of tourism in the international sphere.	• Foster knowledge sharing and expertise, notably through awards				
P1-G. Ensuring security and safety, including cybersecurity • Supporting Members in anticipating and understanding threats, risks and crises, to better respond to, and recover from them. • Integrating UN Tourism into global forums such as the Global Cybersecurity Forum or other multilateral dialogues within the United Nations system.	• Capacity-building on before, during, after crisis management in tourism destinations. As part of the Safety of Destinations (SAFE-D) initiative. • On-line repository on crisis management in tourism destinations • Initiatives with UN partners at the global level (UNOCT, UNICRI)	IDC, IEI, SDT, in coordination with RDs and ROs		Y	1, 8, 11, 12, 16

Priority 2: Market intelligence, rethinking destination positioning and product development

Action outline	Outcomes/Outputs	Lead department(s)	RB[12] (Yes/No)	XB[13] (Yes/No)	SDGs
P2-A. From data to intelligence and insights for action	• Continue World Tourism Barometer, International Tourism Highlights	MIPC, ODS, AM-PPC	Y		All

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[12] RB: Regular Budget, from assessed contributions
[13] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[12] (Yes/No)	XB[13] (Yes/No)	SDGs
• Ensuring the most updated information on international tourism flows and spending as well as forecasts and sentiment analysis.	• Update and enlarge the Tourism Data Dashboard • Forecasting and Scenario Planning Towards 2050 • Support Member States to create and implement national tourism intelligence systems. • Measure the contribution of tourism to job creation				
P2-B. Analysing tourism policies • Creating a biannual Benchmark Report to measure Tourism Policies and Performance on the three dimensions of sustainability as well as governance. • Advancing policy analysis and guidance through a new online tool on national tourism structures, policies and initiatives.	• UN Tourism Policy Dashboard (including Short Term Rentals), G20 Tourism Dashboard, etc. • World Tourism Report: Benchmark Tourism Performance and Policies on the three dimensions of Sustainability and Governance	MIPC		Y	All

P2-C. Developing and diversifying tourism products
• Promote diversified products, longer stays, enhanced competitiveness and resilience
• Product development and diversification. Reducing seasonality, increasing length of stay, building a year-round offer.
• Further developing the UN Tourism Programme on Tourism for Rural Development.
	• Events, trainings and publications on different tourism segments: thermal tourism, sport tourism, gastronomy tourism, wine tourism, health (medical and wellness) tourism, cycling Tourism, urban tourism, mountain tourism and meeting industry
	• Partnership with FAO, UN-HABITAT, World Tourism Cities Federation (WTCF), European Cycling Federation and UNESCO
	• Establish Oman's Centre for Culinary Arts
	• Support Member States through Tourism Diversification Strategies
	• Best Tourism Villages (BTV) Initiative:
	  o New editions, mentoring programme, network of villages, trainings, research, etc.
	  o Self-Assessment Tool to Assist Rural Destinations (STAR)
	  o Small Grants Programme
		MIPC, AM-PPC, ODs, RDs, ROs		Y	1, 2, 4, 5, 8, 9, 10, 11, 12, 13, 15, 16, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[12] (Yes/No)	XB[13] (Yes/No)	SDGs
P2-D. Marketing destination. Accessing new markets. Fostering promotion, branding and positioning of destination (including via new digital channels) • Communicating more effectively and entering new markets and segments. Capacity-building on social media skills and data, as well as branding, marketing and segmentation. • Better understanding and promoting domestic tourism	• Brand Africa Initiative • Support Member States with marketing analysis • Support Member States in fairs: FITUR, ITB, WTM, Tourism Expo Japan, etc. • Maintain UN Tourism statistical dataset on domestic tourism	MIPC, RDs, ROs, IDC, SSD, COMM	Y	Y	All

Priority 3: Fostering sustainability and inclusiveness: circularity, climate action, and biodiversity. Reduce inequalities and promote culture.

Action outline	Outcomes/Outputs	Lead department(s)	RB[14] (Yes/No)	XB[15] (Yes/No)	SDGs
P3-A. Mitigating and adapting to climate change. Promoting greener and circular practices • One Planet Sustainable Tourism Programme on sustainable consumption Climate action	• Glasgow Declaration Initiative on Climate Action in Tourism. • Support advocacy and knowledge on climate action, ocean action and circular economy • Global Tourism Plastics Initiative • Food systems related activities, including the Global Roadmap for Food Waste Reduction	IRPA	Y	Y	2, 12, 13, 14, 15, 17
P3-B. Promoting sustainable development of tourism. Tourism with higher value and lower impact. • International Network of Sustainable Tourism Observatories (INSTO) • Policies that encourage biodiversity conservation in tourism planning and operations	• Strengthen the role and function of INSTO in monitoring sustainability in tourism at the destination level • Identify key factors benefiting both tourism and biodiversity. Develop material for local authorities. • Advocate for the newly created "Nature Positive Tourism Partnership"	SDT	Y		All

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[14] RB: Regular Budget, from assessed contributions
[15] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[14] (Yes/No)	XB[15] (Yes/No)	SDGs
P3-C. Including local and rural communities. Ensuring quality of life and decent work in destinations. • Raise awareness-raising among Member States on how to champion labour inclusion of local communities, vulnerable and traditionally marginalized groups through tourism • Advance labour inclusion of tourism professionals	• Continue supporting Member States in integrating local and rural communities into tourism planning, product development, and the value chain • Develop tools that ensure fair, ethical and equitable distribution of tourism benefits to and within Indigenous communities	MIPC, RDs, SDT, ECSR IDC			1, 8, 10
P3-D. Promoting and protecting material and immaterial cultural heritage and creative industries. • Promote global positioning and issue reference documents on tourism and culture linkages, management and marketing. • Provide guidance to and train Member States, including both National Tourism Administrations and Destination Management Organizations, on incorporating creative industries into their cultural tourism products and experiences.	• Partnership with UNESCO and ICOMOS on Tourism and Culture • Improve knowledge on spiritual Tourism and Pilgrimage Routes, cultural capital of Indigenous Peoples, accessibility within the cultural tourism ecosystem, tourism and music, tourism and fashion • Support NTAs and DMOs on incorporating creative industries into their cultural tourism value chain • Design of cultural tourism policies, strategies and products benefitting heritage sites and local communities • Silk Road activities • Social Innovation Programmes	ECSR, SDT, RDs, ROs, IEI		Y	4, 8, 11, 16, 17
P3-E. Enhancing tourism resilience. Preventing and recovering from extreme events. • Enhancing resilience in tourism is essential to deal with various forms of shocks and stresses, including climate change, natural disasters, pandemics and economic crises.	• Identify and share knowledge and insights from past crises, raise awareness of tourism crisis management among destinations and the tourism industry • support Member States to develop tourism resilience policies to prepare for future crises	ROAP in consultation with relevant ODs			1, 11, 13, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[14] (Yes/No)	XB[15] (Yes/No)	SDGs
• Fostering the development of adaptive and inclusive governance models • Support strategic planning to minimize negative impacts and creating strategies for quick recovery to create a robust, beneficial and adaptable tourism sector.					
P3-F. Empowering youth through tourism. Developing social tourism. • Actively encouraging youth in providing insights of their vision for the sector, the challenges they face and the opportunities they see for growth and innovation.	• Empower youth: increased inclusion and the creation of new social employment opportunities • Regional/Global UN Tourism Students' Leagues	IEI, ECSR, SDT, RDs, ROs			4, 8, 10
P3-G. Gender equality & women's empowerment • Raising awareness among governments and the private sector on gender equality. • Training Member States' officials to collect and produce sex-disaggregated tourism data. • Conducting regional research on women's empowerment in/through tourism and suggest recommendations/action agendas for different tourism industries. • Promoting gender mainstreaming and gender inclusive strategies for national tourism administrations and tourism businesses.	• Events, training, projects and publications on Empowerment of Women in Tourism • Networks and activities on women's leadership in tourism: innovation, entrepreneurship, public speaking • Partnership with ILO and national statistical offices to expand the availability of sex-disaggregated statistics • Innovation Programmes and Startup competitions	ECSR, SSD, RDs, IDC, IEI			5, 8, 17
P3-H. Ethics. • Enhancing the implementation of ethical and responsible tourism principles	• Promote the Framework Convention on Tourism Ethics • Promote the Global Code of Ethics for Tourism among different tourism stakeholders	ECSR/WCTE, LAIS, RDs	Y		1, 4, 5, 8, 10, 11, 12, 13, 16

Action outline	Outcomes/Outputs	Lead department(s)	RB[14] (Yes/No)	XB[15] (Yes/No)	SDGs
• Achieve a greater extent of visibility of CSR actions championed by the tourism industry • Providing an independent and impartial global platform to discuss the most pressing issues in tourism sustainability with ethical implications and issue recommendations. • Positioning UN Tourism within the UN system / international community as the main global advocate of responsible tourism principles.	• Expand the initiative of the Private Sector Commitment to the Global Code of Ethics for Tourism • Recognize and reward the most outstanding CSR practices				
P3-I. Accessibility • Creating tourism policy, strategy and product development tools to embrace universal accessibility by tourism public administrations, destinations and companies. • Strengthening knowledge and skills of Member States in designing, adopting and implementing accessible tourism policies, standards and strategies. • Conducting research on effective and user-centred solutions for accessible tourism infrastructure, products, and services.	• Baseline UN Tourism Policy on Disability Inclusion to be developed with UNDIS • Global survey on accessible tourism policies • Events, publications on accessible tourism in all types of destination, silver economy, senior tourism, etc. • Accessible Tourism Destination (ATD) recognition • Promote inclusive recruitment and professional development of workers with disabilities • Integrate accessibility criteria in technical cooperation projects	ECSR, OFSG, EDO, LAIS, HR, ICS, COMM, SDT, RDs, ROs			8, 9, 10, 11, 17

Priority 4: Enabling economic growth, boosting investment and innovation: accelerating the uptake of new business models.

Action outline	Outcomes/Outputs	Lead department(s)	RB[16] (Yes/No)	XB[17] (Yes/No)	SDGs
P4-A. Fostering innovation, digitalisation of the sector, including AI and smart tourism • Advancing knowledge on the use of artificial intelligence in tourism. Enable AI as a tool for tourism´s transformation. • Identifying startups and innovators with ready-to-implement solutions for accelerating the achievement of the Sustainable Development Goals through technology and social impact. • Leveraging UN Tourism Tech Adventures to connect startups and innovators with investors in global events in all regions • Scaling and supporting startups and innovators through UN Tourism Innovation Network • Focussing on ethical AI use, data governance, and innovation-driven policymaking	• Strengthen collaboration with academia and private sector AI developers to enhance research on AI-driven tourism models • Provide capacity-building programs and funding facilitation for startups working on AI, sustainability, and smart tourism initiatives. • Pilot projects showcasing AI solutions for tourism operations, customer engagement, and sustainability monitoring • Startup Competitions and Innovation Challenges: AI solutions • UN Tourism Tech Adventures Innovation Forum: Expand forums to emerging regions and underrepresented markets • Strengthen the UN Tourism Innovation Network, including AI research institutions.	IEI, RDs, ROs	Y	Y	4,7,9,12, 13, 14,15
P4-B. Attracting investments in tourism. Fostering FDI and local investments. Promoting entrepreneurship and job creation. Developing an enabling business environment. • Developing research initiatives to attract, promote and mobilize investments and encourage traditional investors and non-traditional investors to prioritize investments in tourism.	• Advance the "Tourism Doing Business: Investing in Tourism" Guidelines Series • Strengthen evidence-based policymaking through the development of "Regional Tourism Investment Landscape Reports" • Events and training to engage stakeholders on emerging tourism investment trends. • "Tourism Investment Strategy knowledge hub-repository" in collaboration with UN Tourism's Law Observatory	IEI, RDs, ROs			

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[16] RB: Regular Budget, from assessed contributions
[17] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[16] (Yes/No)	XB[17] (Yes/No)	SDGs
• Promoting projects, including capacity-building initiatives, to attract, promote and mobilize investments: from venture capital on innovation to private equity, family offices and infrastructure investments in order to foster the sector's value chain to create purpose-driven companies in tourism. • Strengthening value-added connections through the organization of impact events that allow the connection of Member States and private-sector investors. • Enhance tourism´s position as a pivotal economic sector. • Centralizing information that is relevant for investment´s decision making.	• Support Member States in conducting diagnostics on tourism investment and implementing tourism investment strategies • Investor's Corner as a platform for leveraging investment promotion agencies in the development and promotion of bankable projects				
	• Annual Forum on Investment Promotion for the Americas • Platforms for Intelligence in Tourism Investment • Regulatory Database and Comparative Assessment study of Incentives • Report on FDI Trends in the Americas • Strategies and materials to Attract Investment in Rural and Emerging Tourism Destinations • Investment Incentives for Established Destinations • Partnerships with Development Banks, Multilateral Organizations, and Global Media • Working Group: Innovation and Governance in the Promotion of Tourism Investments	ROAM, IEI, RDAM (see ROAM specific programme of work)			
P4-C. Improving connectivity: air and sea, inter and intra-regionally. Facilitating travel. Simplifying visa regime. • Bridging air and sea transport and tourism policies, including the policy and regulatory framework, and the facilitation of the whole travel process. • Catalysing connectivity and visa facilitation for tourism growth and socio-economic recovery: providing guidance to stakeholders on ways to capitalize on tourism, air transport and of visa facilitation.	• Partnership with International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA) • Publication and international high-level events on tourism and air transport • Technical support for projects addressing challenges in connectivity for tourism destinations	SDT, IDC, RDs, AM-PPC			8, 9, 13, 17

Action outline	Outcomes/Outputs	Lead department(s)	RB[16] (Yes/No)	XB[17] (Yes/No)	SDGs
P4-D. Fostering public-private cooperation. • Fostering New Governance models based on Public-Private Partnerships (PPPs), community empowerment and entrepreneurship. • Increasing efforts in expanding its Affiliate Members network, notably in underrepresented regions.	• Continue strengthening Affiliate Members' visibility and networking opportunities at key UN Tourism events and major international tourism fairs • Build Guidelines and Best Practices for the development of public-private collaboration mechanisms • Develop an ESG Framework for Tourism Businesses	AM-PPC, IEI, SSD	Y	Y	1, 8, 11, 12, 16, 17

Priority 5: Investing in people: reinforcing education and training, strengthening human capital for decent work.

Action outline	Outcomes/Outputs	Lead department(s)	RB[18] (A, B, C)	XB[19] (Yes/No)	SDGs
P5-A. Human Capital development: Training public (national and local) and private workforce (professionalism in tourism services). Online and on-site. • UN Tourism Online Academy • Executive education (UN Tourism Academy): curated online, on-site and hybrid courses and training programmes, including training the trainers. • Dedicated Education Fund in partnership with leading global universities.	• UN Tourism Online Academy to be further strengthened with the use of AI • Bachelor of Science in International Sustainable Tourism, with. the Lucerne University of Applied Sciences and Arts (HSLU) • UN Tourism Toolkit on Innovating Higher Education Programs • Co-branding Diploma Programmes with Higher Education Institutions to strengthen access to quality education (e.g. Beijing International Studies University and the Macao University of Tourism) • Regional education fora • Certification Programme (e.g. AI-Driven Decision-Making in Business Analytics for Tourism)	IEI, ROME, IRPA, SDT, ECSR, IDC, RDAP		Y	4, 8, 17

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[18] RB: Regular Budget, from assessed contributions
[19] XB: Voluntary contributions

Action outline	Outcomes/Outputs	Lead department(s)	RB[18] (A, B, C)	XB[19] (Yes/No)	SDGs
• International Academies in collaboration with UN Tourism • Integrating AI into education, expanding vocational training programmes by creating accessible platforms to reach a wider tourism workforce.	• International Tourism Academies in Collaboration with UN Tourism: supporting Member States in strengthening their tourism workforce • Support Members in creating national-level Human Resources strategies in the tourism sector • Regional Executive Training Programme (e.g. Asia and the Pacific Executive Programme)				
• UN Tourism Ted.Qual (UN Tourism Academy): capacity-building for quality certification for tourism, hospitality and related programmes to ensure a coherent teaching methodology globally. • UN Tourism Education Toolkit: tools, case studies and best practices for capital development in tourism, focused on implementing tourism as a subject in high-school, bachelor's and master's programmes.	• Training Programs for National and Regional Officials in investment • Development of Modules of capacity-building in Investment	ROAM, IEI, RDAM (see ROAM specific programme of work)		Y	4, 8
P5-B. Improving quality of services, visitor experience and image of destination. • Destination management courses and toolkits oriented on quality and image.	• UN Tourism Shaping the Future of Destination Management Masterclass • Tourism Destination Management Toolkit (e.g. KSA) • Support Members in the development of visitor experience model and best practices for visitor management in tourism sites	ROME, IDC		Y	8