



**Asia-Pacific  
Economic Cooperation**

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**2016/TWG49/017**

Agenda Item: 6

## **TWG Strategic Plan Review**

Purpose: Information

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**49<sup>th</sup> Tourism Working Group Meeting  
Kokopo, Papua New Guinea  
31 August – 1 September 2016**

# Strategic Plan 2015-2019

## Tourism Working Group (TWG)

### 1. Vision Statement

Promote sustainable and inclusive tourism development in the APEC Region that will enable Member Economies to increase their competitiveness while consolidating regional objectives, including aligning policy, facilitating travel, promoting a better understanding of tourism, developing improved cooperation and coordination mechanisms, and optimizing the benefits of tourism for the people of the region, including women and indigenous people.

#### APEC's Mission:

"APEC is the premier Asia-Pacific economic forum. Our primary goal is to support sustainable economic growth and prosperity in the Asia-Pacific region. We are united in our drive to build a dynamic and harmonious Asia-Pacific community by championing free and open trade and investment, promoting and accelerating regional economic integration, encouraging economic and technical cooperation, enhancing human security, and facilitating a favorable and sustainable business environment. Our initiatives turn policy goals into concrete results and agreements into tangible benefits."

### 2. Mission Statement

The Tourism Working Group exists to foster economic development in the Asia-Pacific region through sustainable tourism growth, recognizing that tourism is a key economic drive for the region, creating jobs and promoting investment and development. The TWG's objective is to support and enhance the benefits of regional economic integration in travel and tourism for Member Economies by increasing visitor movement and expenditure, stimulating investments in destination development and infrastructure, and strengthening the capabilities of industry workers and institutions, in close cooperation with multilateral organizations.

### 3. Critical Success Factors

The following conditions will directly impact the ability of the TWG to successfully implement its Mission Statement and achieve its Vision:

- 3.1 Providing a mechanism that will enable a better understanding of the importance of tourism by leaders and policy makers, including APEC Leaders and member economy decision makers;
- 3.2 Establishing stronger linkages with other APEC working groups, the private sector and international organizations to address various issues affecting the movement of travelers, destination and product development, human resources development, and the understanding of the travel and tourism industry; and
- 3.3 Fostering appreciation of the region as a competitive tourism destination through sharing of best practices on marketing and promotion, sustainable growth, travel facilitation models and capacity building.

#### 4. Agreed Priorities, Objectives and Key Performance Indicators (KPIs)

The following table identifies the four strategic directions of TWG work as endorsed by the 8<sup>th</sup> Tourism Ministerial Meeting. Objectives are identified to guide the development of programs and projects of the TWG, thereby help us to accomplish our mission; while performance indicators are included to gauge the progress and monitor our achievement in this regard.

Priority Area	Objectives	Key Performance Indicators (KPIs)
Promote better understanding and recognition of tourism as an engine for economic growth and prosperity in the APEC region.	<p>Cooperate with international organizations and private sector stakeholders to exchange best practices in tourism statistics.</p> <p>Increase communication on the value of tourism, the work of the TWG and the efforts of the Economies to increase tourism in the region.</p>	<ul style="list-style-type: none"> <li>▪ An annual State of Tourism in APEC report has been prepared and disseminated to public and private sector stakeholders in APEC.</li> <li>▪ Engage at least twice per year with international organization and/or agencies on tourism statistics.</li> </ul>
Ensure sustainable and inclusive growth in the travel and tourism sector, by encouraging socially, culturally and responsible tourism.	Assist micro, small, and medium enterprises, including women, youth, disabled and other local entrepreneurs, to gain better access to global markets.	<ul style="list-style-type: none"> <li>▪ Increase in MSMEs, women-owned and disadvantaged tourism operators in APEC Member Economies on average by 2019.</li> <li>▪ Disseminate the results of the project study on tourism, MSMEs and inclusive growth.</li> </ul>
	Encourage innovation, new tourism products and niche segments.	<ul style="list-style-type: none"> <li>▪ Workshop on innovation, new tourism products and niche segments.</li> </ul>

Priority Area	Objectives	Key Performance Indicators (KPIs)
Promote labor, skills development and certification through increased cooperation in order to develop the tourism workforce of the region.	Encourage improvement of tourism skills standards and certification programs, capacity building, access to tourism training and create long-term career pathways for young people and women across the APEC region.	<ul style="list-style-type: none"> <li>▪ Map on the implementation of Tourism Occupational Skills Standards.</li> <li>▪ Facilitate access to and improve the quality of tourism training across the region.</li> </ul>
	Identify and facilitate adoption of best practices, including mutual recognition in recruitment, career pathways, retention, skills development, and workforce planning.	
Promote competitiveness and regional economic integration through policy alignment and structural reform.	Explore barriers and mechanisms to facilitating tourism labor mobility across the APEC region.	<ul style="list-style-type: none"> <li>▪ Increase in tourism workers' mobility within the APEC region by 2019.</li> <li>▪ APEC economies adopt policies and programs to ease workforce and skills shortages.</li> </ul>
	Identify and facilitate adoption of best practices in labor mobility.	
	Develop and showcase best practices and key characteristics for traveler-friendly airports to improve the passenger experience in the APEC region.	
	Provide recommendations to improve air connectivity and infrastructure in the APEC region.	<ul style="list-style-type: none"> <li>▪ List of traveler-friendly airport best practices disseminated by 2017.</li> <li>▪ Increase traveler-friendly airport practices in the APEC region by 2019.</li> <li>▪ An APEC-wide code of conduct for travel providers developed by 2025.</li> <li>▪ Increase non-stop flights and schedule improvements between APEC member economies by 2019.</li> </ul>
	Review tools that work to ensure traveler safety and improve crisis	

	<p>communications in APEC economies.</p> <p>Guide policy and decision makers in APEC destinations in developing policies that support tourism growth.</p>	
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## 5. Prioritized Implementation Schedule

The following table takes the objectives identified in Section 4 and provides a series of proposed actions to achieve those objectives (Note: these include actions which have been endorsed by TWG, as well as proposed as future work under consideration, and also initiatives which are on-going). For each action, a start and finish date are identified and possible resources are listed.

Objectives should be consistent with the critical factors or key performance indicators.

<b>Objectives</b>	<b>Activities</b>	<b>Start</b>	<b>Completion</b>	<b>Lead fora/cooperating bodies</b>
Cooperate with international organizations and private sector stakeholders to exchange best practices in tourism statistics.	Participate in meetings on tourism statistics.	2015	Ongoing	TWG, UNWTO, WTTC
	Invite statistical experts to TWG meetings.	2015	Ongoing	TWG
Increase communication on the value of tourism, the work of the TWG and the efforts of the Economies to increase tourism in the region.	Publish a "State of APEC Tourism" report for the Economies and private sector.	2015	Annually	TWG, IATA, WTTC, UNWTO, PATA
	Develop a communication strategy.	2015	2016	TWG
	APEC Youth Cruise.	2016	2017	TWG
	APEC Photo Contest for Tourism.	2016	2017	TWG
Assist micro, small, and medium enterprises, including women, youth, disabled and other local entrepreneurs, to gain better access to global markets.	A policy study on supporting the growth of tourism MSMEs.	2015	2016	TWG, SMEWG, HRDWG, PSU
	A Research on Tourism Sustainability: the Development of Eco Tourism in Asia Pacific Region.	2015	2016	TWG
Encourage innovation, new tourism products and niche segments.	Muslim-friendly Tourism as a new product: Prospect and Challenge.	2016	2019	TWG

<b>Objectives</b>	<b>Activities</b>	<b>Start</b>	<b>Completion</b>	<b>Lead fora/cooperating bodies</b>
	Study on contribution of sport tourism in tourism development.	2016	2018	TWG
	Develop an assessment on innovative tourism products with high potential to be replicated in APEC economies (best practices).	2016	2017	TWG
Encourage improvement of tourism skills standards and certification programs, capacity building, access to tourism training and create long-term career pathways for young people and women across the APEC region.	Map implementation of APEC Tourism Occupational Skill Standards for better quality service.	2015	2019	TWG
	Survey/Workshops on Best Practice on Certification Process for Tourism Professionals.	2016	Ongoing	TWG
	Project on Developing the tourism workforce of the future through labor and skills development, certification and mobility in the APEC region.	2015	2016	TWG, HRDWG
Identify and facilitate adoption of best practice, including in mutual recognition, recruitment, career pathways, retention, skills development, and workforce planning.				
Explore barriers and mechanisms to facilitating tourism labor mobility across the APEC region. Identify and facilitate adoption of best practices in labor mobility.	Conduct a survey on possibility of Mutual Recognition Agreement (MRA) in the APEC region.	2016	2017	TWG, HRDWG
	Workshops on the implementation of MRA Model.	2017	Ongoing	TWG

<b>Objectives</b>	<b>Activities</b>	<b>Start</b>	<b>Completion</b>	<b>Lead fora/cooperating bodies</b>
Develop and showcase best practices and key characteristics for traveler-friendly airports to improve the passenger experience in the APEC region.	Project: Developing Traveler-Friendly Airports to Improve the Passenger Experience in the APEC Region.	2015	2016	TWG, WTTC, IATA, ACI
	Traveler-friendly airport dialogue/training.	2016	2017	
	Traveler-friendly pilot airport follow-up.	2018	2019	
Provide recommendations to improve air connectivity and infrastructure in the APEC region.	Project: Develop Air Connectivity in the APEC Region.	2014	2015	TWG, IATA
Review tools that work to ensure traveler safety and improve crisis communications in APEC economies.	Implementation of Developing Smart Traveller Programmes to Facilitate International Travel in the APEC Region.	2015	2016	TWG
Guide policy and decision makers in APEC destinations in developing policies that support tourism growth.	Develop an APEC-wide code of conduct for travel providers.	2016	2019	TWG, TPTWG, IATA, ICAO
	Workshops on policy issues that support tourism growth.	2015	Annually	TWG, TWG Guests