UNWTO SILK ROAD PROGRAMME
PROGRESS UPDATE FOR THE REGIONAL COMMISSIONS MEETINGS

September 2011 – April 2012

In response to the request of the Member States at the XVIII Session of the UNWTO General Assembly, Astana, Kazakhstan 2009, UNWTO launched a new phase in its Silk Road Programme in 2010, under the newly-created Special Field Programme. The new phase is aimed at implementing practical, collaborative initiatives to develop a strengthened Silk Road brand that will drive tourist flows, investment and sustainable development across the Silk Road regions.

The UNWTO Silk Road Programme focuses on three key focus areas:

A) Marketing and Promotion: Establishing a consolidated Silk Road brand and promoting the implementation of collaborative marketing and PR campaigns globally;

B) Capacity Building and Destination Management: Cooperative and sustainable development through the sharing of best practices and training, to generate benefits for host communities and stimulate on-going investment;

C) Travel Facilitation: Addressing the barriers that prevent travel across the region – visa formalities and border procedures – while working towards developing a Silk Road tourist visa

To strategically address these focus areas, the UNWTO launched its Silk Road Action Plan 2010/2011 at the 5th International Meeting on the Silk Road held in Samarkand, Uzbekistan in October 2010. The Action Plan outlines a series of collaborative initiatives to be carried out while inviting engagement from the industry. In March 2012 at ITB Berlin, the second edition, Silk Road Action Plan 2012/2013 was launched, reaffirming UNWTO’s commitment to this project.

UNWTO Silk Road Programme has been establishing ties with relevant UN Agencies and programmes to further its efforts on the Silk Road and ensure engagement from the broader UN family.

Priority actions planned for 2012/2013 are as follows:

A) Marketing and Promotion:
   1. Conduct an in-depth analysis of the Silk Road brand through market research to determine key strengths and competitive advantages of the brand and how best to optimise these strengths
   2. Develop a brand toolkit including logo, straplines, disclaimer and guidelines for use, downloadable and accessible for all Silk Road stakeholders, to help promote brand awareness and mainstream brand identity
   3. Establish Silk Road website providing important information on travelling the Silk Road in one central online platform, while linking the Silk Road countries/destinations under one overarching brand
   4. Enhance Silk Road brand visibility at international tourism fairs as an on-going process for increasing industry and consumer awareness.

Progress thus far:

In partnership with The Buzz Business, a UNWTO Affiliate Member, UNWTO produced a promotional video clip to highlight the many destinations, attractions and cultures of the Silk
Road with strong messaging designed to increase brand awareness. This video clip was launched at the XIX Session of the UNWTO General Assembly Gyeongju, Republic of Korea, and has been distributed at the Ministers’ Meeting at ITB 2012. It is also now available for downloading on the UNWTO Silk Road’s vimeo page and youtube. Countries featured in the video clip are: Albania, Armenia, Azerbaijan, China, Croatia, Democratic People's Republic of Korea, Georgia, Israel, Kazakhstan, Lebanon, Mongolia, Pakistan, Republic of Korea, Tajikistan, Turkey, and Uzbekistan.

II. In the same partnership, UNWTO is creating a Silk Road Image Library, and Member States have also been invited to contribute high resolution destination images that can be featured in global marketing campaigns for the Silk Road.

III. First ‘Silk Road bloggers challenge’ took place at WTM London (November 2011) where travel bloggers visited the Silk Road stands of Albania, Armenia, Azerbaijan, Georgia, and Kazakhstan at ITB and competed to create the best Silk Road travel blog to win an iPad. The winning blogger was Sophie Collard who wrote about her experiences at the Kazakhstan stand.

IV. UNWTO, in partnership with FITUR and Minube, held a ‘Traveler's Gymkhana’ (January 2012), where visitors had the opportunity to participate in a treasure hunt across the stands at FITUR to win prizes. Silk Road destinations were especially invited to participate in this promotional activity that attracted visitors to their stands.

V. Continued successful cooperation with ITB Berlin, further increased visibility of the Silk Road at ITB 2012 with two Silk Road branded pavilions and by screening the Silk Road promotional video clip at the ITB Cinema three times daily.

VI. Commenced planning with Pilot Productions for Silk Road special feature on Globe Trekker's 20th Anniversary ROUND THE WORLD marathon. Globe Trekker's audience consists of 30 million viewers in 50 different countries and this special Round the World marathon series is expected to generate a lot of coverage and exposure for the Silk Road and the participating destinations. As part of UNWTO Silk Road Programme’s cooperation with Globe Trekker about 2 hours of this marathon will focus on the legendary Silk Road. Up to now Azerbaijan, China, Kazakhstan, and Uzbekistan confirmed their participation; confirmations of Kyrgyzstan, Turkey, and Turkmenistan are still pending.

VII. Signed agreement with the Ministry of Culture and Tourism of Azerbaijan on the holding of Flavours of the Silk Road: International Conference on Food, Culture and Tourism in Baku, Azerbaijan on 6-7 September; commenced promotional campaign at ITB and launched a dedicated webpage.

VIII. UNWTO continued to work towards building a Silk Road brand toolkit for all stakeholders that takes into consideration UN logo policies, the needs of the industry and quality control for the Silk Road brand. As part of this initiative UNWTO has worked with a team of designers to create a number of possible logo designs for the new UNWTO Silk Road Programme logo. The former logo, developed in 1993 in partnership with UNESCO, has strict limitations for use. UNWTO will be finalising this new logo in the 2nd quarter of 2012.

IX. UNWTO is continuing its work with the world’s largest travel website Trip Advisor to develop a Silk Road sustainable travel website, and will be finalising the concept and seeking sponsorship in the 2nd quarter of 2012.

X. UNWTO is continuing to develop its networks and reach on the Silk Road Programme through various social media outlets such as Vimeo, Flickr, and Twitter, and invites all stakeholders to participate, contribute and utilise these resources.

XI. Continued work with Affiliate Members (in particular Azerbaijan Tourism Institute, and Baku Information Centre), educational institutions, major travel websites and search engines regarding the provision of data and market intelligence on the Silk Road brand.
XII. UNWTO successfully presented the Silk Road at the Azerbaijan International Tourism Fair in April 2011 and 2012

B) Capacity Building and Destination Management
1. Establish an annual programme of meetings between Silk Road Member States addressing key issues relating to UNWTO Silk Road Action Plan development and implementation
2. Develop a framework for capacity building that will enhance destination management, foster increased cooperation between Member States and engage host communities

Progress thus far:
I. Silk Road technical seminar and WTD celebration coordinated at JATA fair in Tokyo (September 2011), with additional meetings with UNWTO Support Office for Asia and the Pacific and Nara city to develop ‘Silk Road by Sea’ concept. The seminar was attended by representatives from the public and private sector of Azerbaijan, Bangladesh, Bolivia, China, Croatia, Georgia, Hungary, India, Japan, Kazakhstan, Mongolia, Russia, Taiwan, Turkey, Ukraine, and Uzbekistan.
II. Presented a progress report to the XIX Session of the UNWTO General Assembly and held a high-level strategic meeting with Armenia, Azerbaijan, China, Egypt, Georgia, Greece, Iran, Islamic Republic of, Israel, Japan, Jordan, Kazakhstan, Mongolia, Republic of Korea, Russian Federation, Saudi Arabia, Tajikistan, and Uzbekistan.
III. 1st Silk Road Task Force Meeting and Silk Road Speed Networking Tour Operators Event successfully took place at WTM London (November 2011). Countries present at this 1st Silk Road Task Force Meeting were: Armenia, Azerbaijan, China, Republic of Korea, Georgia, Islamic Republic of Iran, Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan, and the United Kingdom.
IV. Brought together 16 countries at the Silk Road Ministers’ Meeting at ITB 2012 from across the Silk Road to address key issues and put forward strategies for the coming year. Attending countries were: Azerbaijan, Bangladesh, Bulgaria, China, Croatia, Islamic Republic of Iran, Kazakhstan, Kyrgyzstan, Pakistan, Republic of Korea, Russia, Tajikistan, Turkey, Ukraine, Uzbekistan, and Zambia.
V. Brought together outbound and inbound tour operators at ITB 2012 to discuss the challenges and opportunities of doing business on the Silk Road. Conclusions and recommendations from this forum have been included as an annex in the Silk Road Action Plan 2012/2013
VI. Established joint strategy initiative with the Ecole hôtelière de Lausanne (EHL): From late April until early June, 200 final year EHL students will research and analyse the tourism and hospitality infrastructure situation in 10 participating Silk Road countries, with teams of students developing a series of 5-10 year strategic plans on how each country can best position itself within the Silk Road. Albania, Armenia, Azerbaijan, China, Greece, the Islamic Republic of Iran, the Republic of Korea, Russia, Turkey, and Ukraine are participating in this joint initiative.
VII. Continued work with the Themis Foundation and UNESCO to develop specialised Silk Road educational capacity building workshops, Tajikistan already expressing interest in becoming the first pilot destination. Exploratory mission successfully carried out in late February.
VIII. Attended The Economist Silk Road Summit in Almaty Kazakhstan in December 2011 and met with potential investors, major financial institutions (World Bank, Asia Development Bank (ADB), International Financial Cooperation (IFC)) to promote UNWTO’s Silk Road Programme and discuss opportunities for fundraising. Attended round table with Kazakhstan Tourist Association (29/11/11) and discussed engagement with UNWTO on Silk Road, particularly the development of Kazakhstan’s national Silk Road Action Plan.
IX. Worked to enhance cooperation with European Institute of Cultural Routes, and presented the UNWTO Silk Road Programme at the "Cultural Tourism for a Competitive and Sustainable Europe" conference on 1 December 2011 in Venice. Working towards possible Council certification of nominated Silk Road European routes.

C) Travel Facilitation
   1. Administer consultations with Ambassadors to discuss travel facilitation issues, particularly addressing visa processes and border control procedures

   Progress thus far:
   I. Issues on travel facilitation raised by UNWTO Secretary-General during meetings with high level representatives of Silk Road Member States across the regions and best practices promoted. The issue was also included in the agenda of all Silk Road meetings and events.
   II. During 2012, UNWTO, alongside other organizations, such as WTTC and IATA, will work to advance the agenda of visa facilitation. UNWTO Silk Road Programme intends to take full advantage of this opportunity to raise awareness of this important issue.
SILK ROAD ACTION PLAN
2012/2013
Enhancing collaboration for sustainable tourism development
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SILK ROAD ACTION PLAN 2012/2013

Enhancing collaboration for sustainable tourism development

WELCOME

Welcome to the World Tourism Organization's Silk Road Action Plan 2012/2013. Inside is an outline of UNWTO's key strategies and initiatives planned to help Silk Road tourism grow more robust, competitive and sustainable.

UNWTO has been supporting the development of sustainable tourism along the Silk Road for many years. This Action Plan reinforces UNWTO's commitment to working with stakeholders to stimulate investment along the Silk Road while protecting cultural and environmental resources and driving poverty reduction. This Action Plan focuses on targeted, pragmatic and collaborative activities with realistic and achievable objectives. Success will rely on dedicated input, engagement and support from the industry.

Over the decades, tourism has experienced continued growth and deepening diversification to become one of the fastest growing economic sectors in the world. Today, the business volume of tourism equals or even surpasses that of oil exports, food products or automobiles. Tourism now represents an estimated 5 per cent of the world's GDP and 30 per cent of global exports of services (US$1 trillion a year) and is responsible for one in twelve jobs worldwide. In the year 2012, it is predicted that international tourist arrivals will reach 1 billion.

All stakeholders have a role to play and by engaging in the activities presented in this Action Plan, you will help contribute to achieving a brighter future for Silk Road tourism.

‘The Silk Road Action Plan 2012/2013 is a call for stakeholders to join UNWTO’s efforts in building a stronger Silk Road destination brand that will attract the attention of tourists, media and investors globally. Let us work together towards a more competitive and sustainable future for Silk Road tourism.’

Taleb Rifai
UNWTO Secretary-General
INTRODUCTION

TOURISM, DEVELOPMENT & THE ROLE OF UNWTO

As a specialized agency of the United Nations, the World Tourism Organization is the leading international organization in the field of tourism. It serves as a global forum for tourism policy issues and a practical source of tourism know-how. UNWTO plays a central and decisive role in promoting the development of responsible, sustainable and universally accessible tourism, paying particular attention to the interests of developing countries.

With impact on economic growth and development, tourism can make a significant contribution to address climate and poverty imperatives. Offering opportunities for entrepreneurship, it provides millions of direct jobs worldwide, as well as countless more through its multiplier effect on related sectors. It is already one of the largest employment sectors in many countries and a fast entry vehicle into the workforce for young people and women in both urban and rural communities.

UNWTO takes a leading role in encouraging the implementation of the Global Code of Ethics for Tourism, with a view to ensuring that member countries, tourist destinations and businesses maximize the positive economic, social and cultural effects of tourism and fully reap its benefits, while minimizing its negative social and environmental impacts.

TOURISM & THE SILK ROAD

Acclaimed as the ‘greatest route in the history of mankind’, the ancient Silk Road formed the first bridge between the East and West and was an important vehicle for trade between ancient empires of China, India, Persia & Rome. Dating back to 200 BC, the route was a channel for contact between people and cultures, inspiring the exchange of dialogue, art, religion, ideas & technology. With its richly diverse cultural heritage and its wealth of natural tourism attractions spanning across 12,000 kilometers of ancient routes, the Silk Road today offers visitors the opportunity to experience a unique network of destinations, following the footsteps of some of the world’s most acclaimed explorers such as Alexander the Great and Marco Polo.

The Silk Road Member States are in a unique position to leverage from each other by collaborating in a number of areas such as marketing, product development, tourism route development, travel facilitation and cross border initiatives. The Silk Road Action Plan 2012/2013 is designed as a platform to facilitate this, ultimately aiming to increase visitor length of stay and tourism yield across the regions. The Member States currently involved in the Silk Road Programme include: Albania, Armenia, Azerbaijan, Bulgaria, China, Croatia, DPR Korea, Rep. Korea, Egypt, Georgia, Greece, Iran, Iraq, Israel, Italy, Japan, Kazakhstan, Kyrgyzstan, Mongolia, Pakistan, Russia, Saudi Arabia, Syria, Tajikistan, Turkey, Turkmenistan, Ukraine and Uzbekistan.
MISSION & GOALS

MISSION
The Silk Road Action Plan 2012/2013 will continue to focus on driving collaborative, sustainable tourism growth along the Silk Road. The strategies are built around one overarching mission:

‘The Silk Road Action Plan will work as a collaborative framework for marketing and capacity building, raising the profile of Silk Road tourism and driving development that is sustainable, responsible and internationally competitive.’

OBJECTIVES AND OUTCOMES
The Silk Road Action plan comprises of strategies working towards the following objectives:

- The Silk Road will be an internationally renowned, seamless travel experience
  - The Silk Road will be an established brand, supported by extensive cooperative marketing campaigns
  - High quality infrastructure will facilitate smooth travel across international borders

- The tourism sector will be prosperous across all Silk Road destinations, stimulating ongoing investment
  - Governments will value and support the tourism sector and gain significant return for their investment
  - The Silk Road will offer high quality tourism infrastructure
  - Tourism will generate significant direct and indirect employment

- Silk Road stakeholders will work closely together for mutual benefit
  - Strong co-operation between Silk Road countries
  - Profitable partnerships between public and private sectors
  - Increased visitor length of stay and yield across all regions

- Tourism will drive improved cultural and environmental management
  - Advanced cultural management systems in place
  - Environmental sustainability will underpin every aspect of tourism development

- Silk Road tourism will act as a vehicle for fostering peace and cultural understanding
  - Promotion of cultural pluralism and intercultural dialogue
  - Intercultural cooperation as a key instrument to strengthen social cohesion, solidarity and peace
FOCUS AREAS

Objectives outlined in the SR Action Plan 2012/2013 focus on three key areas of activity:

- **Marketing and promotion**
  - Coordinated marketing of a universal Silk Road brand identity and image
  - Develop a comprehensive Silk Road travel website
  - Promote good news stories and improve accessibility of information on destinations

- **Capacity building & destination management**
  - Implement capacity building programmes focused on destination management and heritage conservation in regional areas
  - Increase connectivity through tourism route development

- **Travel facilitation**
  - Increase cooperation between Member States to allow smoother travel across international borders
  - Work towards developing a Silk Road tourist visa
The input, endorsement and support of stakeholders from across the Silk Road are essential in ensuring the success of the Silk Road Programme and during 2010/2011, UNWTO formed a Silk Road Task Force consisting of nominated representatives from National Tourism Organizations, UN agencies, and the private sector to have an active role in realizing the Action Plan’s objectives.
## GOVERNING BODIES

While the Silk Road Action Plan relies on the active participation of all stakeholders, there are four key groups that are responsible for managing and implementing major activity:

<table>
<thead>
<tr>
<th>World Tourism Organization</th>
<th>UN Agencies</th>
<th>SR Task Force</th>
<th>SR Member States</th>
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</thead>
</table>
| - Lead and drive the Silk Road Programme  
- Provide a collaborative platform for building alliances  
- Coordinate logistics of major events  
- Communicate on progress  
- Seek and manage donor funding/sponsorship | - Provide expertise and endorsement of SR initiatives  
- Galvanise support through networks  
- Example institutions: UNESCO, UNDP, UNCTAD, UNEP  
- Promote the activities in the context of the UN Millennium Development Goals (MDGs) | - Determine key strategies and actions  
- Endorse and drive implementation  
- Encourage sharing and exchange of best practices  
- Example bodies include: NTOs, private sector stakeholders, finance/investment | - Ensure representation and involvement in SR Task Force  
- Actively participate in SR Ministers’ Summit  
- Promote collaboration and cooperation amongst SR Member States in accordance with SR Programme Objectives |
REVIEW AND PROGRESS 2010/2011

In August 2010, UNWTO commenced a new phase of its Silk Road Programme. This new phase took a pragmatic, collaborative approach presented in the first UNWTO Silk Road Action Plan 2010/2011. Within this framework, UNWTO, in cooperation with its Member States, partners and stakeholders, worked to achieve the following in 2010/2011:

- Held the 5th International Meeting on the Silk Road in Samarkand, Uzbekistan on 8-9 October 2010. With over 25 countries represented, the event generated global publicity for tourism on the Silk Road and the newly launched Action Plan.
- Established a Silk Road Task Force, ensuring all key stakeholders are represented and have input on the direction of the Programme. The first meeting was held in November 2011, supported by WTM London.
- Collaborated with sister UN agencies to adopt a multi-faceted approach to planning and development, taking into consideration science and education (UNESCO), environment (UNEP) and investment (UNCTAD) concerns.
- Brought together Ministers of Tourism along the Silk Road to discuss key issues at the first UNWTO Silk Road Ministers’ Summit, supported by ITB Berlin in March 2011.
- Established the Silk Road as a key feature at major international tourism fairs through implementing a comprehensive programme of trade and consumer seminars and promotional activities at WTM London 2010 & 2011, ITB Berlin 2011 and JATA Tokyo 2011.
- Enhanced communication and promotion of the Silk Road through creating the UNWTO Silk Road Programme website (silkroad.unwto.org); the Silk Road Task Force group on UNWTO’s Affiliate Members’ site PLATMA.org; social media presence (LinkedIn, Twitter, Flickr and Vimeo); creation of a Silk Road promotional clip in partnership with the Buzz Business (UNWTO Affiliate Member); launching of ‘Silk Road Cities website’ with Travelmole Vision.
- Attracted new countries and destinations to join including Albania, Bulgaria, Croatia, as well as new UNWTO Affiliate Members such as the Silk Road Heritage Trust-Macclesfield (UK) and Azerbaijan Tourism Association.
- Researched and consulted experts on developing a Silk Road marketing strategy planned for implementation in the course of 2012-2013, including a comprehensive analysis of 300,000 blogs, chatrooms and forums.
- Investigated opportunities and approaches for developing a Silk Road sustainable travel website in cooperation with major travel websites and consultants.
ACTION & IMPLEMENTATION

The positive response to UNWTO’s work on the Silk Road during 2010/2011 has demonstrated that interest in the Silk Road is high and gaining momentum globally. UNWTO is committed to continuing its role as a platform for facilitating sustainable tourism development along the Silk Road.

FUNDRAISING

While in-kind support has been secured for many of UNWTO’s Silk Road activities during 2010/2011, fundraising will be a key priority for UNWTO in 2012/2013. UNWTO will be seeking feedback and input from stakeholders on how it can develop a fundraising framework for generating funds and contributions to enable the implementation of its priority initiatives for the Silk Road.

MAJOR EVENTS 2012

UNWTO’s meetings, seminars, events and workshops will continue to focus on facilitating the sharing of ideas and best practices while fostering collaboration between stakeholders. In 2012, UNWTO will continue to work in partnership with major international tourism fairs to promote Silk Road tourism through its ongoing programme of consumer and trade activities.

Major events planned for 2011/2012 include:

- **UNWTO Silk Road Ministers’ Meeting & Flavours of the Silk Road – VIP Walk at ITB Berlin**
  7 March 2012, ITB Berlin, Germany

- **UNWTO Tour Operators’ Forum on the Silk Road: Creating a Stronger Business Environment for Growth**
  8 March 2012, ITB Berlin, Germany

- **EHL/UNWTO Silk Road Strategy Think Tank**
  4 June 2012, EHL Lausanne, Switzerland

- **‘Flavours of the Silk Road’ International Conference on Food, Culture & Tourism**
  6-7 September 2012, Baku, Azerbaijan

- **UNWTO Silk Road Seminar**
  21 September 2012, JATA Tokyo, Japan

- **Silk Road Tour Operators Speed Networking in Cooperation with WTM**
  5 November 2012, London, UK

- **2nd Meeting of the UNWTO Silk Road Task Force**
  7 November 2012, London UK
## Projects Underway

### FOCUS AREA I: MARKETING & PROMOTION

<table>
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<tr>
<th>OBJECTIVE</th>
<th>STEPS INVOLVED</th>
<th>WHO WILL BENEFIT</th>
<th>BUDGET REQUIRED</th>
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<tbody>
<tr>
<td>GLOBAL COMMUNICATIONS AND MARKETING STRATEGY FOR THE SILK ROAD</td>
<td>Create a global communications strategy for the Silk Road, including a brand toolkit with guidelines for use. Many destinations are currently using the Silk Road to promote their destinations, however without a universal communications strategy, their efforts are not reaching their full potential. With a professional and attractive brand toolkit supported by guidelines for use, brand recognition of the Silk Road will increase, stimulating higher interest and visitation to the destinations.</td>
<td>1. Secure funding and establish budget 2. Conduct Silk Road competitive analysis to determine potential strengths, weaknesses, values and characteristics of brand 3. Using findings of research, develop a comprehensive brand toolkit with guidelines for use to ensure effective implementation and protection of the brand 4. Conduct training workshops on how to implement communication strategies</td>
<td>All stakeholders, particularly National Tourism Organizations (NTOs), Destination Management Organizations (DMOs), private sector stakeholders, civil society, consumers.</td>
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### THE SILK ROAD FEATURE ON GLOBETREKKER ‘ROUND THE WORLD’ SPECIAL 2012

Showcase the Silk Road on ‘Globetrekker’ - the world’s most watched travel programme - as part of its 20th Anniversary Marathon special. In 2012, UNWTO will be working with Pilot Productions and UNWTO Member States to film a special 2 part episode feature on the Silk Road on ‘Globetrekker’. With an audience of 30 million viewers worldwide, it is anticipated that this program will generate huge publicity for the Silk Road globally. | 1. Commitment from involved Member States 2. Scouting trip and shooting, coordinated by Globetrekker in partnership with Member States (May-July 2012) 3. Broadcast and promotion, scheduled for airing October 2012 | Featured destinations and destinations along the Silk Road via promotion and increased consumer awareness of the Silk Road. | Ground logistics sponsored and coordinated by participating Member States, production costs covered by Pilot Productions, general coordination support from UNWTO. |
### Projects Underway

**FOCUS AREA I: MARKETING & PROMOTION**

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</table>
| **SILK ROAD SUSTAINABLE TRAVEL WEBSITE** | 1. Secure funding and establish budget  
2. Develop concept, functionality etc.  
3. Review and select contractor/s  
4. Develop website and upload content  
5. Launch and promote via media campaigns  
6. Content continually updated and uploaded to keep website relevant | NTA, NTOs, DMOs, private sector i.e. tour operators, accommodation/transport providers, consumers, | Dependent on the depth of functionality and profile of the contractor, estimated cost between €150,000-400,000 |

Develop a sustainable travel website for the Silk Road that will allow users to understand and explore the route’s key destinations and attractions. Currently there is no central portal for travel information on the Silk Road. The proposed website will:

- Provide an important source of up-to-date information on all aspects of travel including routes, accommodation, transport, etc. with smartphones applications
- Promote responsible and sustainable travel
- Highlight the diversity of the destinations of the Silk Road under one overarching brand
- Facilitate the booking of travel via direct links to booking agencies, tour operators etc.
- Provide real-time updates on border crossings, travel facilitation issues, etc.
- Encourage dispersal of visitation to regional areas and promote locally-based tourism initiatives
Projects Underway

FOCUS AREA 2: CAPACITY BUILDING & DESTINATION MANAGEMENT

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<td>REGIONAL DEVELOPMENT INITIATIVES</td>
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<td>Set up a framework for destination management in regional areas focusing on cross border initiatives that engage local communities and foster sustainable tourism development to increase visitation, generate employment and stimulate local economies. The Silk Road boasts a plethora of cultural and natural attractions across its regions, yet supporting infrastructure is often modest and management systems limited. UNWTO is working on developing a platform for capacity building and regional development in cooperation with the Themis Foundation that would:</td>
<td>1. Identify the pilot destinations 2. Conduct an exploratory mission and develop work plan 3. Engage host community and international volunteers 4. Implement workshops 5. Conduct necessary fieldwork</td>
<td>Host communities, heritage management institutions, participating volunteers</td>
<td>Dependent on the nature and scope of initiatives and the needs of participating regions, estimated cost between €100,000-300,000</td>
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### Projects Underway

#### FOCUS AREA 2: CAPACITY BUILDING & DESTINATION MANAGEMENT

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<td><strong>UNWTO/EHL SILK ROAD STRATEGY INITIATIVE</strong></td>
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<td>The EHL Strategy Challenge will see 200 final year EHL students research and analyse the tourism and hospitality infrastructure situation in 10 countries, then produce the outline for a 5-10 year strategic plan on how each country can best position itself within the Silk Road. The strategies will focus on the areas of marketing/promotion and capacity building/destination management. Industry experts – in fields ranging from scenario planning to sustainable finance – will hold guest lectures and workshops throughout the seven weeks, in order to guide the students toward tangible, realistic, and actionable recommendations.</td>
<td>1. Plan strategy outline for students 2. Engage Member States (10 in total) and nomination of key focal point 3. Student research period (end April to end May) 4. Presentations and Silk Road Think Tank (scheduled for 4 June 2012) 5. Strategies promoted on UNWTO website and implemented in countries where applicable 6. PR campaigns throughout</td>
<td>Participating Member States, all other Member States that will have access to the strategy models, EHL students</td>
<td>EHL: general coordination, UNWTO: supporting overall coordination with Member States and speakers, Member States: providing focal point and delegate for Silk Road Think Tank</td>
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WE WELCOME YOUR FEEDBACK!

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