

DOCUMENT III: Terms of Reference

World Tourism Report¹ Design and Outreach

Contents

- 1. Introduction**
- 2. Rationale**
- 3. Objective and scope of work**
- 4. Budget**
- 5. Terms and mode of payment**
- 6. Duration of contract**
- 7. Intellectual Property and Data Protection**
- 8. Qualifications and competencies**
- 9. Project timeline**
- 10. Annexes: Specific Work Packages**

¹ Working title (final title TBC)



1. Introduction

The World Tourism Organization (UN Tourism) is the United Nations agency responsible for the promotion of responsible, sustainable and universally accessible tourism. As the leading international organization in the field of tourism, UN Tourism promotes tourism as a driver of economic growth, inclusive development and environmental sustainability and offers leadership and support to the sector in advancing knowledge and tourism policies worldwide.

The Market Intelligence, Policies and Competitiveness Department (MIPC) underscores UN Tourism's responsibility and commitment to enhancing the tourism industry's competitiveness through a multifaceted approach. This shift reflects the pivotal role that governance at national and local level; policies and strategic intelligence play in driving sustainable tourism development and fostering competitiveness in an increasingly dynamic global landscape. By incorporating policy analysis and development into the department's scope, the aim is to provide member states and stakeholders with comprehensive support and guidance to navigate regulatory frameworks, promote innovation and ensure the sustainable growth of the tourism sector.

The department is responsible, among others, of the following areas of work:

- Policy development: enhance tourism governance, destination management, businesses and support to the development of global, national and local policies that promote sustainable tourism and enhance the competitiveness of the sector by conducting policy research, engaging with stakeholders, advocating for policies that support tourism contribution to job creation, socioeconomic development and the sustainability and resilience of tourism, and providing capacity and assistance to member states.
- Advocacy and partnerships: serving as a key advocate for the tourism sector, representing the interests of member states and stakeholders at international forums, and fostering strategic partnerships to leverage resources and advocate for policies that support sustainable and competitive tourism development.

2. Rationale

The *World Tourism Report* was approved as per Resolution [A/RES/757\(XXV\)](#) as one of UN Tourism's Flagship Initiatives in the Programme of Work 2024/2025 at the 25th session of the UN Tourism General Assembly in Samarkand, Uzbekistan, on 16–20 October 2023.²

² 25th session of the UN Tourism General Assembly held in Samarkand, Uzbekistan on 16–20 October 2023:
<https://www.unwto.org/event/general-assembly-twenty-fifth-session>

This Flagship initiative falls within the priorities of UN Tourism's Programme of Work 2024-2025 under "Priority 1: Enhance competitiveness: robust tourism statistics and UN standards, data and market intelligence, rethink destination positioning, and product development".

In line with existing flagship reports by other UN agencies and international organizations, this report aims to: 1) benchmark countries' tourism performance and policy enablers; 2) Identify global tourism trends and serve as a foresight tool; and 3) Guide countries and businesses to transform governance and policy frameworks, as well as business models to advance sustainability and contribute to local prosperity and development.

It aims to create a first holistic approach to tourism analysis by bringing together performance and policies, and so build an assessment of countries' competitiveness, sustainability, inclusion and resilience in tourism by focussing on the following four pillars: People, Planet, Prosperity and Governance.

The *World Tourism Report* will consist of:

- i. A global tourism policy and performance benchmark
- ii. Tourism trends and foresight
- iii. Thematic focus

The first edition of the report is envisioned to be published in December 2025. Subsequent editions are expected to be released every two years subject to funding availability.

3. Objectives and scope of work

3.1. Objectives:

Under the direct supervision of the Market Intelligence, Policies and Competitiveness Department (MIPC), which will coordinate with the UN Tourism Communications Department, the service provider will create and implement a communication strategy for the Report, including proposal for final name, graphic design and all related communication elements.

The Communications Strategy aims to:

- 1) Position UN Tourism as the global leading organization in tourism data and policy
- 2) Position the Report as a flagship initiative of UN Tourism and the reference for tourism policy, trends and data
- 3) Advocate and raise awareness of the role of tourism policy in national and global policies agendas
- 4) Communicate in a clear, engaging and high-level manner the key insights and conclusions from the Report

- 5) Create a very visually attractive, engaging and easy to navigate Report and related communication assets

The target audiences of the Strategy

- 1) Ministries or corresponding national bodies in charge of Tourism in all countries' (members of the United Nations)
- 2) CEOs and Directors of Tourism Businesses and Associations as well as Investors
- 3) UN Agencies, International Organizations, Multilateral and Regional Financial Institutions (e.g. World Bank, etc.)
- 4) Donors at international and national level
- 5) Ministries or corresponding national bodies in charge of areas interlinked with tourism such as foreign affairs, transport, regional development, finance, etc
- 6) Academia
- 7) Media (both tourism specialized and general media)

3.2. Scope of work:

The service provider will carry out the following tasks divided into the **four** Work Packages. The project is conceived under the same provider to ensure consistency in the branding and positioning of the Report:

Lot 1:

- Work Package 1: Design and layout the publication *World Tourism Report* (**annex 1**)
- Work Package 2: Design, implement and monitor the impact of a communication strategy and action plan for the World Tourism Report (**annex 2**)
- Work Package 3: Produce required audiovisual content within the communication strategy (**annex 3**)

Lot 2:

- Work Package 4: Design and develop an attractive and interactive standalone web resource, focused on the key insights and data of the Report, that is visually aligned with the corporate website of UN Tourism and can be integrated through a subdomain or an embedded component (**annex 4**)

UN Tourism reserves the right to not proceed with the award or execution of Lot 2 (web resource design and development) from the final contracting process depending on internal needs.

4. Budget

The total amount for the whole contract, including all Work Packages will not exceed **49.800** euros (VAT included).

Applicants are required to submit separate technical and financial proposals for each Work Package. Kindly refer to "Document I – Bidding information" of the tender documents.

In the event that Lot 2 is not awarded, the provider must ensure the independent, timely, and proficient delivery of the remaining awarded Work Packages, without compromising the quality or coherence of the overall assignment.

5. Terms and mode of payment

The payment to the selected company shall be made by bank transfer (in euro) as follows:

- 30% upon presentation and approval by UN Tourism of the proposed communication and outreach strategy, social media strategy and approval of the detailed work plan
- 40% upon approval and delivery of final designed Report, social media and audiovisual materials for the launch of the Report, website and all communication deliveries
- 30% upon delivery and approval of final implementation report (media impact and clipping as well as social media impact)

If Lot 2 would not be awarded it would be excluded from the above payment terms.

6. Duration of the Contract

The selected company is expected to start in September 2025, and the contract is expected to finish by end June 2026 the services above.

7. Intellectual property and data protection

All materials shared by UN Tourism with the selected company for the preparation of the Work, including audio and visual recordings, images, documents and files of any kind, are the property of UN Tourism. Unless otherwise stated, UN Tourism is the sole owner of these materials and holds the exclusive copyrights and intellectual property rights to each of the materials.

The selected company is permitted to use UN Tourism materials exclusively for the purpose of preparing of the Work described in point 3.2 above.

Once the final work has been approved and with the final payment has been made, the selected company will hand over to UN Tourism all final artwork for each of the Work Packages described, together with the materials used.

The selected company may store the shared materials for up to one (1) year after the approval of the final Work in case UN Tourism wishes to make modifications in the final Work. After this period, the company must delete all shared materials, as well as all products and preliminary products resulting from the preparation of the Work.

All preliminary versions resulting from the preparation of the Work, as well as all final products shall be solely owned by UN Tourism, and the selected company will have no copy or intellectual property rights over these Works.

All the Works will include at least the following copyright notice: Copyright: © 2025, World Tourism Organization (UN Tourism)

Use of photobanks and other third-party materials:

For the use of appropriate audio and/or visual material, on behalf of UN Tourism, the selected company is allowed to use the following photo and image bank: Dreamstime.com

It is not allowed to use AI generated images or videos selected from Dreamstime.com.

The selected company shall inform UN Tourism about specific materials from Dreamstime.com, so to download the necessary files and share them with the company.

All used materials from this photobank are protected by copyright and must include a corresponding note within the final Works resulting from point 3.2 above.

Other audio and/or visual materials from other photobanks or other third parties can be used. The selected company must warrant that it has permission to use said materials on behalf of UN Tourism, free of charge for UN Tourism. Permission must be granted in writing, and the selected company must furnish UN Tourism with such proof.

8. Qualifications and competencies

A communications company with relevant and proven experience in related fields: communication and outreach, editorial design, audiovisual, social media, media monitoring and analysis with:

- Minimum of five years of proven experience in similar project/s.
- Experience working in similar projects with UN agencies or international organizations is an advantage.

- A specialized project team with proven competencies in requested fields as per the four Work Packages.
- The ability to provide communication outreach in English, Spanish and French. Ability to also provide outreach in Arabic and/or Russian will be an added value.
- International presence directly or through associated companies is an added value.

9. Project timeline (preliminary)

Phase 1: Project planning and kickoff

- Duration: 1 week (September Week 2)
- Milestones:
 - Project kickoff meeting
 - Finalization of project requirements and scope
 - Discussion on the format and design of the report and deliverables
 - Discussion of the communication strategy and deliverables
 - Define the roles and responsibilities of the team
 - Create detailed project timeline and deliverables

Phase 2: Design

- Duration: 4 weeks (September Weeks 3-4) Milestones:
 - Week 1: Initial Design proposal for the report (including cover, main text, factsheets, case study templates) and various elements including web + detailed communication strategy
 - Week 2/3: Client revision and final design mock-ups for report, its various elements, audiovisual and web
 - Week 4: Design sign-off from the client on design and communication strategy

Phase 3: Development (October Weeks 1-2-3-4)

- Duration: 4 weeks
- Milestones:
 - Week 1: Design of the content of Chapters 2 and 3 + media outreach actions including list of media to be invited for the launch event
 - Week 2: Design Case Studies + launch media invitation for the event
 - Week 3: Design Chapter 1 + Factsheets + all other elements + Pull out version
 - Week 3/4: Design Web elements + audiovisual materials + social media materials and content

Phase 4: Testing and Implementation

- Duration: 3 weeks (November weeks 1-2-3)
- Milestones:

- Week 1: Web testing + media follow up
- Week 2: Final Report and Pull out finalized and ready for printing + final audiovisual and social media materials + web adjustments
- Week 3: Approval of web + audiovisual materials

Phase 5: Launch Event and Monitoring (December week 2 + impact monitoring Dec 2025-June 2026)

- Ensure interviews and coverage
- Monitoring media impact (monthly from Dec 2025 to June 2026)
- Client handover of documentation and training on the website management for the WTR team if applicable

10. Annexes

Annex 1 – Work Package 1: Design and layout of the publication *World Tourism Report*

Delivery date: 1 December 2025

Volume of the full publication:

- **Main text body:** cover and copyright pages, table of contents; foreword(s); executive summary; introduction; chapters 1–3

Approximately: 120 pages

- **Annexes: factsheets for each country; case studies for each country**

Approximately: 480 pages

Volume of the pull-out version: Approximately: 20 pages

Covers: Front and back cover of the full publication and its pull out.

1. Main tasks

The overall objective is to design and produce a high-quality, visually engaging report in line with the UN Tourism branding guidelines (to be shared with the selected company), including both print-ready and interactive digital formats, as well as a complementary package of digital communication assets (e.g. data visualizations, infographics, factsheets to be used in social media and overall communication) that effectively communicate the report's key findings and messages.

Visual concept development:

Propose and refine a design concept in line with UN Tourism branding guidelines, ensuring visual coherence, engagement and accessibility, aligned with the overall look and feel of the full project (audiovisuals, website, and other products resulting from the Work) which aims to be very visual.

Report layout and design:

- Design and layout of the full report (main body and annexes) based on a manuscript and concept of the overall Work (see also annexes 2–4 below).
- Prepare a pull-out version of the publication - Executive Summary, that may include an introduction and other shorter texts and visual elements.
- Adapt the design for both print-ready and digital formats (screen-optimized interactive PDF with links, if needed).

Data visualization

- Design clear, accurate and visually engaging charts, graphs, maps, tables and other visual elements such as infographics based on provided datasets, drafts or sketches to be used in the report and adapted for communication including social media.
- Ensure consistency of style and colours with UN Tourism standards.

Factsheets and case studies:

Given the large number of tables planned for the annex part of the full publication, around 480 pages, the selected company will be asked to:

- Prepare visual proposals of samples of each element: three country factsheet and three case studies.
- Automatize as much as possible the layout of the factsheets and case studies of the full report, using xml- and/or Excel-based InDesign features, based on the approved proposals. These elements are foreseen to have the same structure throughout the complete annex.

Revisions and iterations:

Incorporate feedback from the UN Tourism team at key stages: visual concept, draft design and final delivery, including possible modifications even after approval of the final Work.

Preparation of deliverables:

- Deliver all assets in publication-ready and editable formats (e.g., PDF, PNG, AI, EPS).
- Ensure all files are organized and editable for future adaptation and including source files packages (e.g., InDesign, Illustrator) with fonts, links, assets, etc.

2. Key deliverables

- **Visual concept proposal:** Three initial design options to be discussed with UN Tourism with a strong focus on overall design and graphic elements, including infographics and other charts as well as proposed templates for the annexes.
- **Graphs, infographics and figures:**
Approximate 50 charts and 10 highly elaborated infographics
- **Full publication:**
 - a) **Print-ready PDF** (for professional offset and digital printing)
 - b) **Low-resolution interactive PDF** (approx. 150 dpi) for digital distribution through UN Tourism's Intra and Extranets
 - c) **Accessible interactive PDF** (as (b) above).
 - d) **Interactivity** may include cross references within the publication, links to websites and other online materials, pop-up information based on delivered visuals, etc.

- **Pull-out version:** Extracted Executive Summary and a relevant elements and infographics from the full report.
- **Final packaged and editable artwork:** InDesign, Illustrator, images and graphs, fonts, etc.
- **Standalone data visualizations:** High-resolution and editable formats (AI/EPS) for the independent use outside the publication.
- **Digital communication assets:** summarized and/or extracted full country fact sheets, social media cards, key insights visuals, among others to be used in the communication of the Report
- **Final delivery package** with all files organized and ready for use.

Annex 2 – Work Package 2 Design, implement and monitor the impact of an overall outreach and communication strategy

1. Main tasks

- Create an outreach and communication strategy for the Report and its launch event in mid-December 2025 (location to be informed)
- Propose and develop corresponding awareness raising activities as well as key communications materials
- Media relations and placement of content among media (minimum 5 interviews / pieces in major mainstream media + 5 in tourism specialized media)
- Design, implement and monitor a social media strategy including the launch and a monthly plan (visuals + copywriting) for the UN Tourism social media accounts (Instagram, X, LinkedIn, Facebook) (e.g. <https://www.instagram.com/worldeconomicforum/>) to be implemented between December 2025 and June 2026. If paid social media is proposed the value should be clearly indicated in the financial proposal.

2. Key Deliverables

A- Outreach and Communication Strategy and Action Plan

- Submission of communication and social media strategy and action plan including targeted media and other activities
- Submission of the final strategies revised according to the comments received from UN Tourism.
- Social media calendar and assets (visuals and copyright) for the period between December 2025 and June 2026 (launch + weekly content)

B- Implementation

- Placement of content among international/national key mainstream media i.e. Bloomberg, BCC, CNN, Reuters, Forbes, Monocle, The Guardian, El País, etc. (minimum of 5 placements on the occasion or following the launch)

- Distribution of UN Tourism press releases (1 piece in English, French, Spanish and Arabic)
- Invitations to media for the launch event (ensure presence of at least 3 main media)
- Identification of international events to position the Report in 2026
- Social media package as per the above

C- Implementation and Impact analysis

- Report on the media and social media impact of the Report launch (one week after the launch)
- Monthly report on the media and social media impact (January to June 2026)
- Final summary report on implementation and impact of the whole project (June 2026)

Annex 3 – Production of audiovisual materials

1. Main tasks

- Create and implement a compelling set of audiovisual materials including
 - A set of social media assets (charts, infographics, key messages, etc) for X, IG and LinkedIn
 - Storyboard and script for videos
 - Visuals for the launch event (video/s, bumpers, screen design and Report presentation)
 - Adjustments as per requested on all of the above

2. Key deliverables

- Visual presentation (max15 slides) for launch event and be used as communication material alongside the Executive Summary featuring key insights and data (visually attractive)
- 50 social media assets adjusted to X, IG and LinkedIn including 8 videos with highlights or the report (40-50 seconds)
- One promotional video for the launch event of the World Tourism Report (max 2 min) to be showed at the event
- One short version of the launch video for social media (40-50 seconds) (included in the 8 videos above)
- Four bumpers for launch event (photos + UN Tourism logo)
- Necessary screen designs for the event launch and its sessions

Lot 2

Annex 4 – Work Package 4: Design and develop a dedicated web resource within UN Tourism’s corporate website

1. Main tasks

- Design and develop an intuitive and easy-to navigate web platform for data visualization (to be integrated through a subdomain or an embedded component within the current UN tourism corporate website).
- Translate complex datasets into clear visual formats with contextual guidance and represented through interactive dashboards and/or infographics.
- Deliver a responsive and modern design that works across all devices and browsers.
- Implement SEO best practices for high search engine rankings and fully aligned with any SEO practices currently covered by UN Tourism.
- Ensure all modules have a robust Content Management System (CMS) or any other system that can be easily managed and updated by users and non-technical staff. Basic training for UN Tourism staff is required.
- Examples include
<https://www.weforum.org/publications/travel-tourism-development-index-2024/>
<https://www.wipo.int/web-publications/global-innovation-index-2024/en/>

2. Key deliverables

- Ideation, requirements collection and web design: The developer will revise and collect any other technical or conceptual requirements to fulfil the ideation and design stage of the website.
- A fully functional web resource (webpage or section in current UN Tourism website) including all required data visualizations and interactive components as per these terms of reference and fully coordinated with UN Tourism WTR team.
- Technical documentation: full documentation of system architecture, components, and update processes.
- User manuals including all learning guides for non-technical users on platform use and data input and update.
- Training and handover session: live or recorded session to ensure knowledge transfer to UN Tourism staff.
- Source code and related files: All editable files and source code delivered to UN Tourism upon completion.
- A report with all functional, performance, security, and usability tests, coordinated with the ICT department at UN Tourism.
- A report subsequent corrective, adaptive, and perfective maintenance for the website.

Note: All costs related to the development and deployment of the platform, such as third-party tools or libraries, servers, data storage, and any additional software or services, must be fully included in the economic proposal and delivered as part of the project deliverables. Preference will be given to solutions that utilize open-source or free-access resources, where feasible. Additionally, any tools, licenses, and/or subscriptions used for the development or operation of the platform must also be covered for the same period.

3. Webpage conditions

3.1. General design

- The design will be clean, modern, and aligned with the initiative's brand identity.
- A consistent application of the corporate brand guidelines—including colors, typography, and visual elements—will be applied across the website.
- The page will feature high-quality images, icons, and graphics.

3.2. Responsiveness

- The page must be fully responsive and functional on all screen sizes, including desktops, tablets, and mobile phones.
- Mobile optimization must prioritize user experience, ensuring no critical functionality or content is lost.
- The page must be hosted on UN Tourism servers. The system must be compatible with BitBucket.

3.2 User experience (UX)

- The webpage should be available in English with possibility for translation into SP and FR
- Navigation should be simple and intuitive,
- Buttons, links, and interactive elements should be clearly identifiable and easy to use.

3.3. Accessibility

- The page will adhere to WCAG 2.1 AA guidelines to ensure it is accessible to users with disabilities.
- Elements like alt text for images, proper contrast ratios, and keyboard navigability will be implemented.

3.4. Performance and security:

- Implementation of security plugins to ensure protection against attacks.
- Secure login functionality with using a captcha.
- Page loading time should be optimized using techniques such as image compression, minification of CSS/JavaScript, and server-side caching.
- Pages should load in under 3 seconds

3.5. Browser compatibility:

- The webpage must be compatible with the latest versions of Chrome, Firefox, Safari, Edge, and Opera.
- Cross-browser testing will be conducted to ensure consistency in design and functionality.
- The pace will degrade gracefully on older browser versions without losing core functionality.

3.6. Intellectual Property:

- UN Tourism should be the rightful owners of the Source Code and all Intellectual Property associated with the system. UN Tourism shall have full rights over these resources. The entire software component developed as part of this assignment shall be the sole property of UN Tourism.

3.3. Post-launch support

- After the page launch, support will be provided for bug fixes and minor enhancements until June 2026.
- Ongoing support and maintenance will be provided by UNICC and ICT.

4. Qualifications and competencies

- Proven Experience in Web and Data Visualization Development. Demonstrated ability to design and develop user-friendly websites and platforms, particularly those focused on data-driven content, interactive dashboards, or infographics.
- Strong Front-End and Back-End Development Skills. Proficiency in modern web development frameworks and tools (e.g. React, D3.js, Node.js), with the ability to build secure, scalable, and maintainable systems.
- Data Interpretation and UI/UX Design Expertise. Capacity to translate complex datasets into clear, engaging, and accessible visual formats with an intuitive interface, including multilingual support and accessibility compliance.