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Contents

I.	Introduction.....	2
II.	List of Acronyms.....	3
III.	WP - Part I, Section 5. UNWTO Mission and Relevance (par. 22-30).....	4
IV.	WP - Part II, Section 6. Lines of action to be pursued for UNWTO (par. 31-36).....	5
V.	WP - Part II, Section 7. How and who should establish the priority areas of work? (par. 37-52).....	6
VI.	WP - Part II, Section 8. A relevant Organization owned by its members (par. 53-65).....	8
VII.	WP - Part II, Section 9. Funding and resource mobilization (par. 66-71)	9
VIII.	WP - Part II, Section 10. Technical cooperation and ST-EP Initiative (par. 72-85).....	9
IX.	WP - Part II, Section 11. Partnerships and Affiliate Members (par. 86-100)	10
X.	WP - Part II, Section 12. Associated External Entities (par. 101-110).....	11
XI.	WP - Part II, Section 13. Evaluation of Programmes, Projects and Activities (par. 111-117)	12
XII.	WP - Part II, Section 14. Structure of the Secretariat (par. 118-126)	12
XIII.	WP - Part II, Section 15. Internal Management and Administration (par. 127-129).....	13



I. Introduction

1. By the resolution A/RES/602(XIX), the General Assembly endorsed the White Paper (WP) prepared by the Secretary-General:

“The General Assembly,

Having considered the final draft of the White Paper, enriched with valuable contributions from the Executive Council and the Member States,

- 1. Notes with appreciation the high quality and substance of the said Paper;*
- 2. Endorses this paper as the main guiding strategic document of the Organization for the medium term;*
- 3. Requests the Secretary-General to implement the measures recommended in the White Paper and to report on the progress made to the subsequent Executive Council sessions; (...)”*

2. The present draft document intends to respond to the request made by the General Assembly. It follows the structure of the WP and, for each strategic issue dealt within it, proposes a set of actions for their implementation.

3. This draft has been widely discussed among different programmes of the Secretariat. Yet, actions proposed have financial consequences that may affect suggested deadlines.

4. In addition, the present document includes, for each action, the corresponding level of decision:

- (a) UNWTO Secretary-General
- (b) Regional Commission
- (c) Executive Council
- (d) General Assembly

II. List of Acronyms

AFMS	Affiliate Members
BDFN	Budget and Finance
COMM	Communications
DAFN	Director, Administration & Finance
DMGT	Destination Management
ELCM	E-Communications
EDPC	Executive Director, Programme & Coordination
EERP	Executive Director, External Relations & Partnership
EMRS	Executive Director, Member Relations & Services
EMT	Extended Management Team
ESDT	Ethics and Social Dimension of Tourism
FAIR	Fairs
HHRR	Human Resources
ICR (INUN/SPRM/HES)	Institutional and Corporate Relations
ICTC	Information & Communication Technology
KWNT	Knowledge Network
LGAD	Legal Adviser
LGCN	Legal and Contract
LMDS	Languages, Meetings and Documents
OFSG	Office of the Secretary-General
PBEL	Publications and e-Library
PRCO	Programme and Coordination
RKCM	Risk and Crisis Management
RPAF	Regional Programme, Africa
RPAM	Regional Programme, Americas
RPAP	Regional Programme, Asia and the Pacific
RPEU	Regional Programme, Europe
RPME	Regional Programme, Middle East
SDTR	Sustainable Development of Tourism
SFPM	Special Field Program
SMT	Senior Management Team
SSM	Senior Staff Meeting
STSA	Statistics and Tourism Satellite Account
TCSV	Technical Cooperation and Services
THMS	Themis
TRNS	Translation
TRVL	Travel Services
TTMK	Tourism Trends and Marketing Strategies

III. WP - Part I, Section 5. UNWTO Mission and Relevance (par. 22-30)

WP References	Actions suggested	Who?	When?	Level of decision
Par. 23: "1. (...) leadership can and should also be provided through the provision of well-conceived guidelines for tourism policy definition by governments, (...)"	<ol style="list-style-type: none"> 1. Make an inventory and a systematic classification of valid existing UNWTO guidelines 2. Make proposals on how to complete these guidelines, standardize them (including through the use of common basic glossary) and strengthen their implementation through: <ol style="list-style-type: none"> a. A UNWTO GA resolution b. An international legal instrument c. A standardized UNWTO guiding framework for national tourism policy (see also WP par. 29, 31, 32, 33 and 34) 	<ul style="list-style-type: none"> • PRCO and EDPC with all Operational and Direct Support Programmes: 1 and 2.a. and b. • EDPC and TCSV with Operational Programmes: 2.c. 	<ul style="list-style-type: none"> • Dec. 2012: 1 and 2.c. • Aug. 2013: 2.a. and b 	<ul style="list-style-type: none"> • SG: 1 and 2.c. • GA: 2.a. and b
Par. 23: "1. (...) leadership can and should also be provided through (...) visions on the future developments of tourism and the challenges it will have to face; (...)"	<ol style="list-style-type: none"> 3. Draft a 2-3 page working paper on future visions, based on the publication Tourism Towards 2030 4. Draft a publication strategy for the Tourism Towards 2030 	<ul style="list-style-type: none"> • RPs, in collaboration with PRCO and TTMK: 3 • TTMK, PBEL and COMM: 4 	<ul style="list-style-type: none"> • Dec. 2012 • Depending on when 2030 is ready to be presented at the Commission and other meetings 	<ul style="list-style-type: none"> • SG
Par. 23: "2. To provide services to its Members (...)"	<ol style="list-style-type: none"> 5. Make an inventory of and define strategy for services to Affiliate Members, globally and regionally 6. Produce a promotion plan for the Product portfolio 	<ul style="list-style-type: none"> • AFMS and RPs in collaboration with PRCO: 5 • TCSV, in coordination with RPs, COMM and ELCM: 6 	<ul style="list-style-type: none"> • Dec. 2012: 5 • Jun. 2012: 6 	<ul style="list-style-type: none"> • SG
Par. 30: "The relevance of the Organization will also be strengthened when some key	<ol style="list-style-type: none"> 7. Draft and internally disseminate to all staff: <ol style="list-style-type: none"> a. brief elements of language and arguments 	<ul style="list-style-type: none"> • RPs 	<ul style="list-style-type: none"> • Apr. 2012 	<ul style="list-style-type: none"> • SG

WP References	Actions suggested	Who?	When?	Level of decision
<i>nations, (...) now absent in the membership, decide to join UNWTO, so that they participate in the global tourism debate with their governmental peers from the rest of the world (...)</i> "	<p>for any encounter with non-Member States</p> <p>b. a list of non-member countries</p> <p>c. needs and interests of non-member countries</p>			

IV. WP - Part II, Section 6. Lines of action to be pursued for UNWTO (par. 31-36)

WP References	Actions suggested	Who?	When?	Level of decision
Par. 31-34: lines of action	8. See action 1 and 2	<ul style="list-style-type: none"> • See actions 1 and 2 	<ul style="list-style-type: none"> • See actions 1 and 2 	<ul style="list-style-type: none"> • SG
Par. 34: " 1. Sustainability of tourism (...)"	9. Inventory and proposal of publications and videos (HES) on one or several issues listed, in relation with Action 1 on UNWTO guidelines	<ul style="list-style-type: none"> • SDTR, in collaboration with Bonn Unit and ICR/HES 	<ul style="list-style-type: none"> • Oct. 2012 	<ul style="list-style-type: none"> • SG
Par. 34: " 2. Market trends and forecasting (...)"	10. Propose regional publications	<ul style="list-style-type: none"> • TTMK in collaboration with RPs 	<ul style="list-style-type: none"> • Jun. 2012 	<ul style="list-style-type: none"> • SG
Par. 34: " 3. Destination management and marketing (...)"	<p>11. Propose a plan for publications, including a consensual definition of terminology on a) mountain, b) beach, c) religious, d) rural tourism, etc.</p> <p>12. Propose a programme of regional events on destination, with special focus to the emerging destinations</p>	<ul style="list-style-type: none"> • STSA, TTMK, KWNT, AFMS, Publication committee • DMGT: 11.a, b and d • ESDT: 11.c • RPs: 12 	<ul style="list-style-type: none"> • Jun. 2013 	<ul style="list-style-type: none"> • SG
Par. 34: " 4. Quality, safety and security (...) development and dissemination of risk and crisis management techniques and guidelines for Members to develop their own National Tourism Safety and Security Plans"	<p>13. Inventory and proposal of publications on the issue stated, in relation with Action 1 on UNWTO guidelines</p> <p>14. Publications on hotel classification and quality standards for each region/subregion</p>	<ul style="list-style-type: none"> • RKCM: 13 • TCSV: 14 	<ul style="list-style-type: none"> • 2013 	<ul style="list-style-type: none"> • SG

WP References	Actions suggested	Who?	When?	Level of decision
Par. 34: " 6. Domestic tourism (...)"	15. Guidelines on domestic tourism on a) measurement, including the subnational perspective, b) marketing and promotion of social forms of domestic tourism and c) governance	<ul style="list-style-type: none"> • STSA: a, c • ESDT, DMGT: b • DMGT: c 	<ul style="list-style-type: none"> • Measurement is already covered (IRTS, TSA and Compendium) • Dec. 2012 	<ul style="list-style-type: none"> • SG

V. WP - Part II, Section 7. How and who should establish the priority areas of work? (par. 37-52)

WP References	Actions suggested	Who?	When?	Level of decision
Par. 37 to 41: Collecting Members' opinions "(...) Most Members surely understand the major challenge of having to select priority areas and omit some other areas for the sake of efficiency (...)"	16. Conduct a Survey on Members priorities <ul style="list-style-type: none"> • Draft and launch survey for PoW 2014-2015, in all official languages • Collect and summarize results • Report to Members 	<ul style="list-style-type: none"> • PRCO: first draft • EMT: comments • SMT: approval of draft to be submitted to PC-CBF • PRCO: preparation of survey to be submitted to EC 93 • PRCO: launching of the survey and collecting results in order to report to PBC. RPS and AFMS will be associated to the follow-up of the survey 	<ul style="list-style-type: none"> • Draft survey for PoW 2014-2015 to be discussed during the PC-CBF meeting in first half 2012 • EC 93: validation of survey • Survey to be launched before September 2012 • Report to PBC 1 and EC 94 during second half of 2012 	<ul style="list-style-type: none"> • SG

WP References	Actions suggested	Who?	When?	Level of decision
<p>Par. 42, 43 and 45: <i>"(...) Regional Commissions should identify aspirations and needs of Member States in their respective regions and define suitable programmes to respond to such needs (...)"</i></p> <p><i>"(...) The Programme Committee should also ensure that the various Technical Committees are fully involved in the programme formulation process"</i></p>	<p>17. Complete the results of the survey through additional consultations of technical committees and regional commissions:</p> <ol style="list-style-type: none"> Include one item on 2014-2015 PoW in STSA committee meeting Consult by email SDT and Market and Competitiveness Committees and produce a summary of corresponding results Include one item on PoW 14-15 during RC meetings and production of summary of corresponding results Collect summaries of different consultations/reports in order to report to PBC 	<ul style="list-style-type: none"> STSA: a SDTR and TTMK: b EMRS, RPs: c PRCO, SMT: d 	<ul style="list-style-type: none"> First half 2012 to report to PBC 1 (2nd half 2012) 	<ul style="list-style-type: none"> SG RC: c
<p>Par. 44: <i>"(...) it is proposed that the Chairs of the Regional Commissions maintain regular exchanges, including annual meetings"</i></p>	<p>18. Invite personally the Chairs of the Regional Commissions as observers of the PBC meetings</p> <p>19. Prepare guidelines regarding the role and activities of the Chairs</p>	<ul style="list-style-type: none"> EDPC and DAFN in coordination with EMRS and RPs: 18 EMRS, RPs: 19 	<ul style="list-style-type: none"> 2013: PBC 2 	<ul style="list-style-type: none"> SG
<p>Par. 45: <i>"(...) The option of formulating a four-year instead of a two-year Programme of Work should also be considered (...)"</i></p>	<p>20. Include one specific item in the corresponding meeting agenda</p>	<ul style="list-style-type: none"> PRCO 	<ul style="list-style-type: none"> During the PBC meeting in second half 2012 	<ul style="list-style-type: none"> SG PBC/EC
<p>Par. 46: Merging PC and CBF</p>	<p>Approved by GA 19</p>	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> GA
<p>Par. 47: <i>"(...) working on the basis of technical networks, with specialized experts and representatives of other relevant organizations, appointed to serve as advisors in each committee (...)"</i></p>	<p>21. Send a request to member countries for obtaining names of qualified persons representing them in the technical committees. ToRs, electronically validated by the Programme Committee, should be attached to the request.</p> <p>22. Submit a list of additional experts to SMT for inclusion in technical committees and invite those</p>	<ul style="list-style-type: none"> SDTR and TTMK: 21, 22 and 23 PRCO, OFSG, LGCN, COMM: 23 PRCO: 24 	<ul style="list-style-type: none"> Before the above-mentioned consultations (action 17.b) Chart to be submitted to 	<ul style="list-style-type: none"> SG PBC/EC

WP References	Actions suggested	Who?	When?	Level of decision
	<p>who are selected</p> <p>23. Draft a clear chart of all technical and legislative bodies, including their modus operandi and reporting lines</p> <p>24. Invite Chair of the Technical Committees to the PBC</p>		EC 93	
<p>Par. 48-49: WCTE <i>"(...) The General Assembly is, therefore, called to re-examine the way in which the Committee has been functioning and the necessary changes in its format, composition and methods of work. (...)"</i></p>	<p>25. Follow up the GA 19 resolution on this issue:</p> <p>a. Draft nomination and appointment procedures for members of the new WCTE and define functions of main actors;</p> <p>b. Announcement and start of nomination process for potential WCTE candidates;</p> <p>c. Select and appoint Chair and members of new WCTE;</p>	<ul style="list-style-type: none"> • EMRS and ESDT • ESDT, LGAD: a • RPs, AFMS: b 	<ul style="list-style-type: none"> • 2012: a • 1st half 2013: b • GA 2013 (action) 	<ul style="list-style-type: none"> • SG • GA

VI. WP - Part II, Section 8. A relevant Organization owned by its members (par. 53-65)

WP References	Actions suggested	Who?	When?	Level of decision
<p>Par. 54-59: <i>"(...) routine matters should be reserved to the extent possible for the Executive Council. (...)"</i></p>	<p>26. Organize an internal debate on this issue through the creation of an ad hoc working group, which reports to SMT and EMT</p>	<ul style="list-style-type: none"> • ad-hoc working group coordinated by EMRS and LMDS • EMT, SMT 	<ul style="list-style-type: none"> • Dec. 2012 	<ul style="list-style-type: none"> • SG • EC
<p>Par. 60: <i>"(...) enhance and ensure permanent communication with the Members (...)"</i></p> <p>Par. 63-64: <i>UNWTO Focal Points Network</i></p>	<p>27. Organize an internal debate on this issue</p>	<ul style="list-style-type: none"> • OFSG, COMM, EMRS and RPs 	<ul style="list-style-type: none"> • Dec. 2012 	<ul style="list-style-type: none"> • SG
<p>Par. 61: <i>"(...) production of an authoritative "Country Factsheet" with key indicators (...)"</i></p> <p><i>"(...) A "Regional Report" will be issued every four months (...)"</i></p>	<p>28. Produce <i>Country Factsheet and Regional Report</i></p>	<ul style="list-style-type: none"> • EMRS, RPs supported by PRCO 	<ul style="list-style-type: none"> • Dec. 2012 	<ul style="list-style-type: none"> • SG

WP References	Actions suggested	Who?	When?	Level of decision
Par. 65: "(...) a need to address the rather limited use apparently made by Members of the substantive volume of work undertaken by the UNWTO Secretariat (...)"	29. Establish a communication strategy on the outputs produced by the Secretariat, focussing on the question of publication: regionalization of printing, improvement of access to, and dissemination of, e-publications, etc.	<ul style="list-style-type: none"> • COMM, PBEL, EDPC, EMRS, ECOM, RPs 	<ul style="list-style-type: none"> • Dec. 2012 	<ul style="list-style-type: none"> • SG

VII. WP - Part II, Section 9. Funding and resource mobilization (par. 66-71)

WP References	Actions suggested	Who?	When?	Level of decision
Par. 66-71: "(...) The Organization must therefore move towards innovative funding models involving its non-governmental partners, particularly those from the private sector and partner with other international and regional organizations, in order to leverage its limited resources. (...)"	30. Draft a fund-raising strategic plan and train all senior staff on this issue	<ul style="list-style-type: none"> • ICR 	<ul style="list-style-type: none"> • Plan to be presented during CAF 2012 as a pilot training 	<ul style="list-style-type: none"> • SG
Par. 69: "(...) the Chairmen of each Commission should work jointly with their respective Regional Director, to systematically approach funding sources (...)"	31. Inform Regional Commission chairpersons regarding this subject. It should be part of the strategy explained under point 30	<ul style="list-style-type: none"> • RPs, in coordination with ICR 	<ul style="list-style-type: none"> • During RC meetings 2012 and at all times 	<ul style="list-style-type: none"> • SG

VIII. WP - Part II, Section 10. Technical cooperation and ST-EP Initiative (par. 72-85)

WP References	Actions suggested	Who?	When?	Level of decision
Par. 72-85	32. Use selected guidelines of action 2c. to ensure consistency of methodology and terminology in ToRs of consultants' contracts in TC projects	<ul style="list-style-type: none"> • TCSV, RPs 	<ul style="list-style-type: none"> • At all times from Jan. 2013 	<ul style="list-style-type: none"> • SG
Par. 80: "The scope and the modalities of action of the ST-EP Initiative deserve to be studied and expanded. While evaluations	33. Produce study on lessons learnt from STEP and other TC projects 34. Create a dashboard for ST-EP and TC projects	<ul style="list-style-type: none"> • TCSV, RPs 	<ul style="list-style-type: none"> • Jun. 2013, to be presented in GA 	<ul style="list-style-type: none"> • SG

WP References	Actions suggested	Who?	When?	Level of decision
<i>have been carried out on the administrative and financial management of the projects, no substantial academic-type research has been conducted at this stage in order to draw lessons from the experience acquired, and as the case may be, to put forward adjustments regarding the modalities of action."</i>	and evaluate them from an independent perspective			
Par. 82-83: <i>"(...) implementing actions aimed at increasing the portion of the added value generated by tourism activity that stays within the island economies, which are generally not highly diversified." "(...) implement a specific methodology for this type of urban destination"</i>	35. Explore possibilities of developing ST-EP and TC projects in SIDS and urban areas	<ul style="list-style-type: none"> TCSV, RPs, ICR, SDTR, DMGT 	<ul style="list-style-type: none"> Dec. 2012 (Note from CAF: It depends on the availability of funds) 	<ul style="list-style-type: none"> SG
Par. 84: <i>"UNWTO in general should avoid developing stand-alone projects on specific issues; it should rather concentrate on lobbying for including tourism as a major concern in wider projects that major donors are currently planning or already implementing for the benefit of small islands or large urban areas in the developing and least developed countries."</i>	36. Draft an inventory of major concerns of major donors in order to adapt our offer.	<ul style="list-style-type: none"> TCSV, ICR, RPs 	<ul style="list-style-type: none"> Dec. 2012 	<ul style="list-style-type: none"> SG

IX. WP - Part II, Section 11. Partnerships and Affiliate Members (par. 86-100)

WP References	Actions suggested	Who?	When?	Level of decision
Par. 89: <i>"UNWTO's Affiliate Members bring knowledge and diversity but their present composition (about 400 members of different sizes, out of which 220 are Europeans), still lacks, for different reasons, broader coverage in terms of geographic and</i>	37. Create a dashboard of Affiliate Members: who gets in, who gets out	<ul style="list-style-type: none"> AFMS 	<ul style="list-style-type: none"> Dec. 2012 	<ul style="list-style-type: none"> SG

WP References	Actions suggested	Who?	When?	Level of decision
<i>sectoral representation.</i>				
Par. 91: <i>"According to a recent survey conducted by the Secretariat of the Affiliate Members, the majority expects their membership to mean a global outreach, exchange of knowledge, experience, best practices, know-how and market intelligence."</i>	38. Discuss internally with all programmes so that activities included in the proposed PoW of the Affiliate Members reflect those expectations	<ul style="list-style-type: none"> • AFMS, KWNT, in collaboration with EMT 	<ul style="list-style-type: none"> • Dec. 2012 	<ul style="list-style-type: none"> • SG
Par. 93: <i>"Most of the present non-governmental stakeholders have a local, national or regional rather than a global focus."</i>	39. Start an inventory of those local, national and regional organizations	<ul style="list-style-type: none"> • RPs in collaboration with AFMS: national and regional • DMGT: local (work already started) 	<ul style="list-style-type: none"> • ASAP 	<ul style="list-style-type: none"> •
Par. 94: <i>"Therefore, in order to strengthen the Organization and the position of Affiliate Members, non-governmental members need to be taken care of in a regionalized approach by the Regional Commissions"</i>	40. Organize back-to-back meetings with private sector during the regional commission meetings	<ul style="list-style-type: none"> • EMRS, RPs, AFMS, KWNT 	<ul style="list-style-type: none"> • RC meetings in 2013 	<ul style="list-style-type: none"> • SG • RC
Par. 96: Knowledge Network	41. Draft a Programme of Work and Budget for the Knowledge network	<ul style="list-style-type: none"> • EERP, AFMS, KWNT 	<ul style="list-style-type: none"> • Jun. 2012 	<ul style="list-style-type: none"> • SG

X. WP - Part II, Section 12. Associated External Entities (par. 101-110)

WP References	Actions suggested	Who?	When?	Level of decision
Par. 101-110	42. Draft an implementation plan on the reform of the satellite entities to ensure their non-controlled status when deem necessary 43. Set up committees in order to follow up the implementation of the plan	<ul style="list-style-type: none"> • DAFN, in collaboration with EDs, LGCN, BDFN, THMS, OFSG, RPAP, SFPM, RKCM, TCSV, ESDT 	<ul style="list-style-type: none"> • For presentation at GA 20 	<ul style="list-style-type: none"> • SG • GA

XI. WP - Part II, Section 13. Evaluation of Programmes, Projects and Activities (par. 111-117)

WP References	Actions suggested	Who?	When?	Level of decision
<p>Par. 113-114: <i>"These (evaluation) tools, tailored to the small size of UNWTO, will need to be further refined, enhanced and incorporated into each programme"</i></p> <p><i>"Results of the evaluation procedures applied to activities could, with the necessary precautions, serve also the purpose of improving the evaluation of staff at the end of each year."</i></p>	44. Draft proposals for a better evaluation of the programme of work	<ul style="list-style-type: none"> EDPC, PRCO, HHRR in collaboration with EMT and Staff Association 	<ul style="list-style-type: none"> Dec. 2012 	<ul style="list-style-type: none"> SG

XII. WP - Part II, Section 14. Structure of the Secretariat (par. 118-126)

WP References	Actions suggested	Who?	When?	Level of decision
<p>Par. 123: <i>"Furthermore, UNWTO should avoid entering into routine activities that are already well developed from a methodological point of view and well understood by Members and the international tourism community. Quite often such activities prove necessary to be continued, but equally often they do not require the ground-breaking involvement of UNWTO. They can be externalized for an independent organization to continue with them."</i></p>	45. Debate internally this issue and produce a list of possible activities to be externalized.	<ul style="list-style-type: none"> SMT, EMT, SSM 	<ul style="list-style-type: none"> Dec. 2012 	<ul style="list-style-type: none"> SG

XIII. WP – Part II, Section 15. Internal Management and Administration (par. 127-129)

WP References	Actions suggested	Who?	When?	Level of decision
<p>Par. 127: <i>"(...) a number of administrative reform initiatives are being progressively introduced, including:</i> <i>Adoption of International Civil Service Commission's standards of conduct, aiming at higher ethical conduct and establishing a framework for staff accountability. (...)"</i></p>	46. Draft an implementation plan for an ethics function at UNWTO	<ul style="list-style-type: none"> DAFN in collaboration with LGCN, HHRR, BDFN and the Staff Association 	<ul style="list-style-type: none"> Dec. 2012 	<ul style="list-style-type: none"> SG GA
<p>Par. 127: <i>"(...) A staff position of Procurement and legal officer, redeployed from existing resources, has been recruited since March 2010 in order to assist the Legal Adviser and to improve current procurement practices and enhance competition among suppliers. (...)"</i></p>	47. Develop procurement rules aligned with UN standards	<ul style="list-style-type: none"> DAFN, in collaboration with SMT, LGCN and focal points of the corresponding external entities within the Secretariat 	<ul style="list-style-type: none"> Dec. 2012 	<ul style="list-style-type: none"> SG
<p>Par. 127: <i>"The corresponding work plan, including the development of specifications for a gap analysis between the "as is" and the "to be" situation is finalized. Yet, the need to adapt IPSAS and other UN administrative guidelines and standards to the very small size of the Organization is being constantly kept in mind."</i></p>	48. Produce and internally share report on the adaptation of IPSAS and other UN administrative guidelines and standards to UNWTO	<ul style="list-style-type: none"> BDFN, DAFN, EMT 	<ul style="list-style-type: none"> Jan. 2014 	<ul style="list-style-type: none"> SG GA