

## General Assembly

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### Report of the Secretary-General

#### Part I: Programme of work

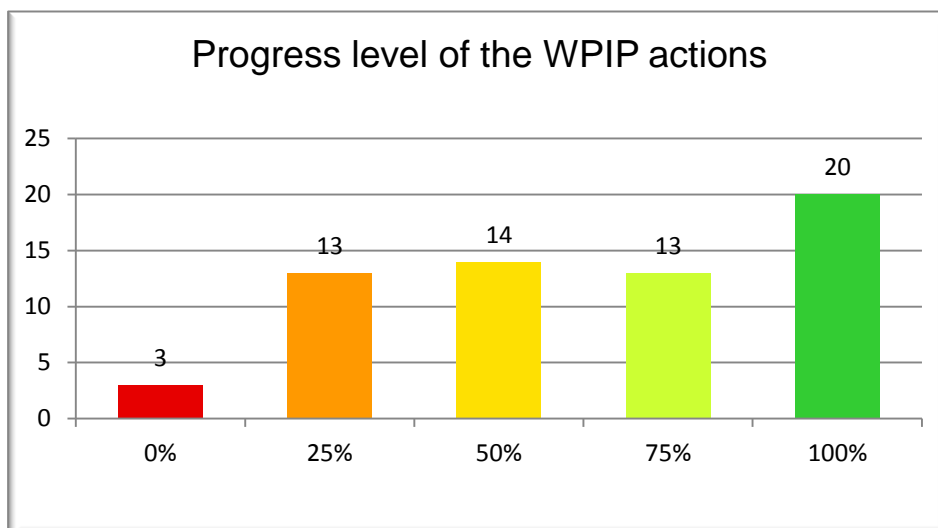
#### (e) Report on the progress of the reform of the Organization (White Paper)

##### I. Introduction

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1. By the resolution A/RES/602(XIX), the General Assembly endorsed the **White Paper (WP)** prepared by the Secretary-General. Consequently, a draft **Implementation Plan of the White Paper (WPIP)** was submitted to, and approved by, the 93<sup>rd</sup> session of the Executive Council (document CE/93/8).

2. The present document constitutes a progress report on the actions stated in the said Implementation Plan. The table presented in Annex gives an overview on the results achieved and their level of progress (0, 25, 50, 75 or 100%), which could be summarized in the following graph:



3. Detailed outputs mentioned in the table in annex are available to UNWTO Members upon request.



4. The Secretary-General will keep the Members informed on progress achieved in the reform of the Organization. The present document will be annually updated and completed with any issues that may arise in the life of the Organization and that are not responded to through the Report on the Programme of Work, as stated in decision CE/DEC/7(XCIV):

*“The Executive Council approves the Implementation Plan for the White Paper as the main instrument to drive the reform process at the UNWTO and requests the Secretary-General to present annually an update on its implementation and further proposals that could be included on it, as appropriate”.*

5. Collaterally, for the next biennium, the Secretary-General would like to simplify this document by maintaining in it **only the actions properly related to the reform of the Organization** and by reporting on other actions of a more operational nature within the reports on the implementation of the programme of work 2014-2015 to be submitted to the subsequent sessions of the Executive Council.

## **II. Actions to be taken by the General Assembly**

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6. The General Assembly is requested:

- (a) To comment on the results achieved;
- (b) To request the Secretary-General to keep working on the reform progress of the Organization along the approved lines of the White Paper and to include in it new matters that may arise;
- (c) To endorse the proposal made by the Secretary-General to simplify this report, in the future, maintaining in it only the actions properly related to the reform of the Organization; and
- (d) To propose new issues in relation with the governance of UNWTO to be included in the next report.

## Annex. Progress Report Table

Action Nr.	References in WP	Actions	Progress Level (0, 25, 50, 75, 100%)	Progress achieved (To be published in GA Document)
1	Par. 23: "1. (...) leadership can and should also be provided through the provision of well-conceived guidelines for tourism policy definition by governments, (...)"	Make an inventory and a systematic classification of valid existing UNWTO guidelines	75%	The Secretariat has been conducted an inventory of published guidelines and declarations. The declarations will be compiled and made available online in the second half of 2013.
2. a	Par. 23: "1. (...) leadership can and should also be provided through the provision of well-conceived guidelines for tourism policy definition by governments, (...)"	Make proposals on how to complete these guidelines, standardize them (including through the use of common basic glossary) and strengthen their implementation through: a. A UNWTO GA resolution	75%	A proposal was submitted to the Executive Council (document CE/95/3(I)(e)) in order to give to the technical committees on sustainability and competitiveness a normative role regarding guidelines, standards and definitions.
2. b	Par. 23: "1. (...) leadership can and should also be provided through the provision of well-conceived guidelines for tourism policy definition by governments, (...)"	Make proposals on how to complete these guidelines, standardize them (including through the use of common basic glossary) and strengthen their implementation through: b. An international legal instrument	75%	Same as above
2. c	Par. 23: "1. (...) leadership can and should also be provided through the provision of well-conceived guidelines for tourism policy definition by governments, (...)"	Make proposals on how to complete these guidelines, standardize them (including through the use of common basic glossary) and strengthen their implementation through: c) A standardized UNWTO guiding framework for national tourism policy (see also WP par. 29, 31, 32, 33 and 34)	75%	In addition to the previous point, the Secretariat has produced Guidelines for Tourism Policy Formulation in Developing Countries.
3	Par. 23: "1. (...) leadership can and should also be provided through the provision of well-conceived guidelines for tourism policy definition by governments, (...)"	Draft a 2-3 page working paper on future visions, based on the publication Tourism Towards 2030	0%	This action will be included in the Reports on the implementation of the programme of work.
4	Par. 23: "1. (...) leadership can and should also be provided through the provision of well-conceived guidelines for tourism policy definition by governments, (...)"	Draft a publication strategy for the Tourism Towards 2030	75%	A global publication strategy is to be submitted to the 20th session of the General Assembly for its comments and approval.

Action Nr.	References in WP	Actions	Progress Level (0, 25, 50, 75, 100%)	Progress achieved (To be published in GA Document)
5	Par. 23: "2. To provide services to its Members (...)"	Make an inventory of and define strategy for services to Affiliate Members, globally and regionally	50%	Management of Affiliate Members' needs is done both globally and regionally. It is reflected in the Affiliate Member Programme of Work and supported by the ad-hoc events organized in parallel to the UNWTO Regional Commission meetings.
6	Par. 23: "2. To provide services to its Members (...)"	Produce a promotion plan for the Product portfolio	100%	<p>The Portfolio has been produced in electronic format, available both in DVD and online. Hard copies and DVDs were sent to each Member State. Official presentation was made in Regional Commission meetings. Official presentation was made to ministers/heads of delegation to the General Assembly session held in the Republic of Korea in October 2011. A special luncheon was organized for this purpose.</p> <p>The Portfolio is regularly introduced to delegations which visit the UNWTO headquarters.</p> <p>The Portfolio is also promoted whenever missions are undertaken to countries where technical cooperation projects are being implemented.</p>
7. a	Par. 30: "The relevance of the Organization will also be strengthened when some key nations, (...) now absent in the membership, decide to join UNWTO, so that they participate in the global tourism debate with governmental peers from the rest of the world (...)"	Draft and internally disseminate to all staff: a. brief elements of language and arguments	75%	Negotiations with non-UNWTO Members are permanent, including key nations. In the Middle East, there is now a full coverage of membership and as a global result of actions taken, membership has increased with respect to the last GA. In addition, the new proposal by the Secretary-General to make special deduction in contributions of small islands States will help improving this picture.

Action Nr.	References in WP	Actions	Progress Level (0, 25, 50, 75, 100%)	Progress achieved (To be published in GA Document)
7. b	Par. 30: "The relevance of the Organization will also be strengthened when some key nations, (...) now absent in the membership, decide to join UNWTO, so that they participate in the global tourism debate with governmental peers from the rest of the world (...)"	Draft and internally disseminate to all staff: b. a list of non-member countries	75%	Same as above
7. c	Par. 30: "The relevance of the Organization will also be strengthened when some key nations, (...) now absent in the membership, decide to join UNWTO, so that they participate in the global tourism debate with governmental peers from the rest of the world (...)"	Draft and internally disseminate to all staff: c. needs and interests of non-member countries	75%	Same as above
8	Par. 31-34: lines of action	See action 1 and 2	75%	See comments on actions 1 and 2
9	Par. 34: " 1. Sustainability of tourism (...)"	Inventory and proposal of publications and videos (HES) on one or several issues listed, in relation with Action 1 on UNWTO guidelines	100%	Inventory done. Further activities to be included in the Report on the implementation of the programme of work.
10	Par. 34: " 2. Market trends and forecasting (...)"	Propose regional publications	75%	Due to resource limitations, TTMK's main priority is to perform and execute its current programme of work. At present, international tourism results and trends by (sub)region are mainly covered by the six UNWTO World Tourism Barometer issues released each year as well as by the annual publication Tourism Highlights. Furthermore, the long-term forecast report Tourism towards 2030 provides quantitative projections for international tourism flows by (sub)region up until 2030. The TTMK programme will examine how to expand the scope of regional analysis and the most effective way to deliver it. Further activities to be included in the Report on the implementation of the programme of work.

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11. a	Par. 34: “ 3. Destination management and marketing (...)”	Propose a plan for publications, including a consensual definition of terminology on a) mountain tourism	25%	The definition building process is a long one. The Secretariat is working on a concept paper "Conceptualization, classification and definition of tourism and tourism-related activities" based on the IRTS 2008. The technical committees will be critical in this consensual task. All activities will be included in the Report on the implementation of the programme of work.
11. b	Par. 34: “ 3. Destination management and marketing (...)”	Propose a plan for publications, including a consensual definition of terminology on b) beach tourism	25%	The definition building process is a long one. The Secretariat is working on a concept paper "Conceptualization, classification and definition of tourism and tourism-related activities" based on the IRTS 2008. The technical committees will be critical in this consensual task. All activities will be included in the Report on the implementation of the programme of work.
11. c	Par. 34: “ 3. Destination management and marketing (...)”	Propose a plan for publications, including a consensual definition of terminology on c) religious tourism	25%	Several activities of the Organization have made it possible to advance on this issue. However, the definition building process is a long one. The technical committees as well as the Ethics Committee will be critical in this consensual task.
11. d	Par. 34: “ 3. Destination management and marketing (...)”	Propose a plan for publications, including a consensual definition of terminology on d) rural tourism, etc.	25%	The definition building process is a long one. The Secretariat is working on a concept paper "Conceptualization, classification and definition of tourism and tourism-related activities" based on the IRTS 2008. The technical committees will be critical in this consensual task. All activities will be included in the Report on the implementation of the programme of work.

Action Nr.	References in WP	Actions	Progress Level (0, 25, 50, 75, 100%)	Progress achieved (To be published in GA Document)
12	Par. 34: “ 3. Destination management and marketing (...)”	Propose a programme of regional events on destination, with special focus to the emerging destinations	100%	Many events have been organized that are of benefit for emerging destinations. Please see the Report on the implementation of the programme of work.
13	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”	Inventory and proposal of publications on the issue stated, in relation with Action 1 on UNWTO guidelines	100%	Resilience and sustainability issues are linked in the revised structure of the UNWTO Secretariat. Some publications, used in specific events, respond to this action, such as the Toolbox for Crisis Communications in Tourism: checklist and best practices (5 official languages). All activities will be included in the Report on the implementation of the programme of work.
14	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”	Publications on hotel classification and quality standards for each region/subregion	25%	A publication on hotel classification is envisaged. However, it will require more time, since it has to take into consideration the current implementation and the analysis (lessons learnt) of the corresponding technical cooperation projects (Egypt, Tunisia, Morocco, etc.). It will also use the conclusions of the "hotel partnership" initiative (first meeting in Madrid in October 2012). All activities will be included in the Report on the implementation of the programme of work.
15. a	Par. 35: “ 6. Domestic tourism (...)”	Guidelines on domestic tourism on a) measurement, including the subnational perspective	50%	In the framework of the INRouTe project, such guidelines are being developed. It is a mid-long-term project. Further information on this activity will be included in forthcoming reports on the implementation of the programme of work.

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15. b	Par. 35: " 6. Domestic tourism (...)"	Guidelines on domestic tourism on b) marketing and promotion of social forms of domestic tourism	25%	UNWTO has a long tradition of cooperation with the International Social Tourism Organisation (ISTO), an Affiliate Member. Further activities will be included in the Reports on the implementation of the programme of work.
15. c	Par. 35: " 6. Domestic tourism (...)"	Guidelines on domestic tourism on c) governance	50%	A paper on governance in tourism is under preparation and at an advanced stage. It will be published before the end of 2013. Further details will be included in the forthcoming reports on the implementation of the programme of work.
16	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 (...)"	Conduct a Survey on Members priorities • Draft and launch survey for PoW 2014-2015, in all official languages • Collect and summarize results • Report to Members	100%	Survey conducted and responded at 60%. Report of the survey presented during all regional commission meetings, as well as in the 2nd meeting of the Programme and Budget Committee. Results have been used for the preparation of the Draft Programme of Work and budget for 2014-2015 submitted to the General Assembly.
17. a	Par. 42, 43 and 45: "(...) Regional Commissions should identify aspirations and needs of Member States in their respective regions and define suitable programmes to respond to such needs (...)" "(...) The programme Committee should also ensure that the various Technical Committees are fully involved in the programme formulation process"	Complete the results of the survey through additional consultations : Include one item on 2014-2015 PoW in STSA committee meeting	0%	In 2013, the STSA Committee met after both the sessions of the PBC and the EC, in which the Draft Programme of Work and Budget for 2014-2015 was submitted. However, for For the next biennium, the STSA Committee will be fully involved.
17. b	Par. 42, 43 and 45: "(...) Regional Commissions should identify aspirations and needs of Member States in their respective regions and define suitable programmes to respond to such needs (...)" "(...) The programme Committee should also ensure that the various Technical Committees are fully involved in the programme formulation process"	Complete the results of the survey through additional consultations : Consult by email SDT and Market and Competitiveness Committees and produce a summary of corresponding results	100%	The Executive Council has decided to change the nature and mandate of the technical committees on sustainability and competitiveness issues. The Executive Council also decided (CE/DEC/7(XCV)) that both chairs will attend forthcoming sessions of the PBC.



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17. c	Par. 42, 43 and 45: "(...) Regional Commissions should identify aspirations and needs of Member States in their respective regions and define suitable programmes to respond to such needs (...)" "(...) The programme Committee should also ensure that the various Technical Committees are fully involved in the programme formulation process"	Complete the results of the survey through additional consultations : Include one item on PoW 14-15 during RC meetings and production of summary of corresponding results	100%	Report of the survey was presented during all regional commission meetings, as well as in the 2nd meeting of the Programme and Budget Committee.
17. d	Par. 42, 43 and 45: "(...) Regional Commissions should identify aspirations and needs of Member States in their respective regions and define suitable programmes to respond to such needs (...)" "(...) The programme Committee should also ensure that the various Technical Committees are fully involved in the programme formulation process"	Complete the results of the survey through additional consultations : Collect summaries of different consultations/reports in order to report to PBC	100%	In addition to the above-mentioned consultation, the results of the survey were widely commented within the UNWTO Secretariat, notably during the Senior Staff meeting of 21-22 February 2013
18	Par. 44: "(...) it is proposed that the Chairs of the Regional Commissions maintain regular exchanges, including annual meetings"	Invite personally the Chairs of the Regional Commissions as observers of the PBC meetings	25%	Action postponed after the General Assembly
19	Par. 44: "(...) it is proposed that the Chairs of the Regional Commissions maintain regular exchanges, including annual meetings"	Prepare guidelines regarding the role and activities of the Chairs	25%	The Secretary-General has encouraged the RC Chairs to attend the Executive Council sessions and to debate ad-hoc issues.
20	Par. 45: "(...) The option of formulating a four-year instead of a two-year Programme of Work should also be considered (...)"	Include one specific item in the corresponding meeting agenda	25%	The WP constitutes a framework for the PoW, notably the part dealing with the establishment of priorities.
N/A	Par. 46: Merging PC and CBF	Merger approved by GA 19	100%	
21	Par. 47: "(...) working on the basis of technical networks, with specialized experts and representatives of other relevant organizations, appointed to serve as advisors in each committee (...)"	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.	100%	A proposal was submitted to the Executive Council (document CE/95/3(l)(e)) in order to give to the technical committees on sustainability and competitiveness a normative role regarding guidelines, standards and definitions. The proposal was accepted (CE/DEC/7(XCV)).

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22	Par. 47: "(...) working on the basis of technical networks, with specialized experts and representatives of other relevant organizations, appointed to serve as advisors in each committee (...)"	Submit a list of additional experts to SMT for inclusion in technical committees and invite those who are selected	100%	Same as above
23	Par. 47: "(...) working on the basis of technical networks, with specialized experts and representatives of other relevant organizations, appointed to serve as advisors in each committee (...)"	Draft a clear chart of all technical and legislative bodies, including their modus operandi and reporting lines	50%	Information on the composition of each committee is available online. Modus operandi of the GA, EC and PBC is included in the new version of the Blue Book.
24	Par. 47: "(...) working on the basis of technical networks, with specialized experts and representatives of other relevant organizations, appointed to serve as advisors in each committee (...)"	Invite Chair of the Technical Committees to the PBC	100%	The chairs of the following technical committees will be invited to PBC meetings from 2014: STSA, Sustainability and Competitiveness.
25. a	Par. 48-49: WCTE "(...) 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. ...)"	Follow up the GA 19 resolution on this issue: Draft nomination and appointment procedures for members of the new WCTE and define functions of main actors;	100%	
25. b	Par. 48-49: WCTE "(...) 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. ...)"	Follow up the GA 19 resolution on this issue: Announcement and start of nomination process for potential WCTE candidates;	100%	The nomination process of the members of the new WCTE started on 5 February 2013. The deadline for submission of nominations is 31 May 2013.
25. c	Par. 48-49: WCTE "(...) 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. ...)"	Follow up the GA 19 resolution on this issue: Select and appoint Chair and members of new WCTE;	75%	The selection process of the members of the new WCTE will start on 1 June 2013 when nominations received will be checked for eligibility and forwarded to the Selection Board, which will present its proposal to the 20th General Assembly in Victoria Falls.
26	Par. 54-59: "(...) routine matters should be reserved to the extent possible for the Executive Council. (...)"	Organize an internal debate on this issue through the creation of an ad hoc working group, which reports to SMT and EMT	100%	The Secretariat has changed the format of both Executive Council and General Assembly meetings in order to reduce time dedicated to routine issues.

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27	Par. 60: "(...) enhance and ensure permanent communication with the Members (...)" Par. 63-64: UNWTO Focal Points Network	Organize an internal debate on this issue	25%	Action in progress. For all Members, focal points are identified.
28	Par. 61: "(...) production of an authoritative "Country Factsheet" with key indicators (...)" "(...) A "Regional Report" will be issued every four months (...)"	Produce Country Factsheet and Regional Report	25%	Country factsheets are established. Depending on the modernization of the IT system of the Secretariat, reports would be operational.
29	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 (...)"	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.	50%	A global publication strategy is submitted to the General Assembly for its comments and approval.
30	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. (...)"	Draft a fund-raising strategic plan and train all senior staff on this issue	50%	Much progress has been achieved since the White Paper was drafted, notably on the broad comprehension of the fund-raising framework. The Organization is facing two major obstacles for mobilizing official development aid (ODA) on a systematic basis (a) in 2010 UNWTO was not eligible to ODA, and (b) UNWTO does not have a FAFA with the European Commission. (a) In 2011, UNWTO (Institutional and Corporate Relations) has successfully submitted its application to the OECD DAC and is eligible to ODA on a bilateral basis since June 2011; (b) Since 2003 UNWTO became a specialized Agency of the UN, the Organization has been working on many issues to comply with UN standards, especially in administrative and financial management. With the implementation of the IPSAS in 2014 the accession and conditions for being able to sign a FAFA will be partly full fitted, however the important financial and human resources required for complying with the Four

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				<p>Pillars of EU Joint Management will have to be secured.</p> <p>(c) In response to these two major challenges, UNWTO is creating an innovative framework for joint fundraising with UN WOMEN and UNEP (with the GPST) to secure funding with the EC under the mentioned agencies respective FAFA, for the EU programming Cycle 2014 to 2020.</p> <p>(d) In the last UNWTO survey to MS for the GPoW 2014-15, a question was addressed to MS to map the needs for mobilizing resources through bi lateral ODA: a very poor level of responses return to the Secretariat. UNWTO is working to build other means to identify a comprehensive mapping of needs in tourism for its MS, to be able to approach donors. € UNWTO is working closely with traditional donors, country based, as well as anew Aid for Trade Trust fund for LDCs, the Enhanced Integrated Framework (WTO) for res mob for tourism.</p>
31	Par. 69: "(...) the Chairmen of each Commission should work jointly with their respective Regional Director, to systematically approach funding sources (...)"	Inform Regional Commission chairpersons regarding this subject. It should be part of the strategy explained under point 30	0%	It is part of the above-mentioned strategy. See above.
32	Par. 72-85	Use selected guidelines of action 2c. to ensure consistency of methodology and terminology in ToRs of consultants' contracts in TC projects	50%	While terminology in consultants' contracts is being consistent in accordance with the standard terminology being developed under 2c, methodology should not be consistent as each contract is different in its nature and scope.

Action Nr.	References in WP	Actions	Progress Level (0, 25, 50, 75, 100%)	Progress achieved (To be published in GA Document)
33	Par. 80: "The scope and the modalities of action of the ST-EP Initiative deserve to be studied and expanded. While evaluations 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."	Produce study on lessons learnt from STEP and other TC projects	50%	<p>In 2011 – 12, an independent external evaluation was carried out of the COAST project, which also assessed the COAST eco-tourism projects implemented by UNWTO. These projects follow the philosophy of the ST-EP projects. Further, UNWTO is also managing a component on sustainable tourism governance in coastal areas in the COAST project, which was also studied during the evaluation. The evaluation gave a very positive assessment about the activities carried out by UNWTO.</p> <p>- Within the framework of the COAST project, UNWTO is now preparing a study on eco-tourism projects. As part of this study, an independent external consultant has visited our ST-EP projects in Pangani (Tanzania) and Ghana West Coast to document the lessons learned from the projects. It is expected that the study will be completed during the second half of 2013.</p>

Action Nr.	References in WP	Actions	Progress Level (0, 25, 50, 75, 100%)	Progress achieved (To be published in GA Document)
34	Par. 80: "The scope and the modalities of action of the ST-EP Initiative deserve to be studied and expanded. While evaluations 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."	Create a dashboard for ST-EP and TC projects and evaluate them from an independent perspective	25%	TCSV: For the evaluation of ST-EP and technical cooperation projects from an independent perspective, additional financial and human resources are required to be placed at the disposal of TCSV. It may not be out of place to mention that the ST-EP foundation provided an amount of USD 250,000 to GIZ (formerly GTZ) to carry out an independent evaluation of selected ST-EP projects. As to the dashboard of projects, we wish to point out that dashboards can be created in several different forms – vertical dashboards which are only for information while horizontal ones which are more operational in their orientation. Both dashboards can contain a plethora of information and data. The best course therefore would be to agree on a template which provides essential information about projects completed in the recent past or those which are currently under implementation.
35	Par. 82-83: "(...) 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"	Explore possibilities of developing ST-EP and TC projects in SIDS and urban areas	75%	In 2012, an agreement for a ST-EP project in a SIDS was signed with Timor-Leste. UNWTO publication Challenges and opportunities for tourism development in small island developing states, emphasizes the role of the tourism sector in SIDS and the opportunities it brings for their sustainable development. It also updates a wide range of evidence on tourism performance and impacts and on the factors affecting the future development of the sector in SIDS. A conference on small islands is to take place in La Réunion in the second half of 2013. It will take into account many crucial issues for SIDS,

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				including exploring new possible technical assistance projects.
36	Par. 84: "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."	Draft an inventory of major concerns of major donors in order to adapt our offer.	50%	Action under implementation. Since 2010 key milestones have been achieved for mainstreaming tourism in the donor's agendas. (a) With the creation of the SCTD, UNWTO objective is to position tourism in the Aid for Trade Agenda with other UN entities. Tourism is a key sector identified for LDCs and UNWTO is now working with the Enhanced Integrated Framework; (b) In May 2011, UNWTO held a side event during the LDC IV conference and Tourism is now acknowledged in the Istanbul Programme of action IPOA, in which UNWTO is tasked with the SCTD to create a MPTF for LDCs and DCs, besides UNWTO is part of the Inter Agency Task team for Resources Mobilization of the IPOA; (c) Dec 2011, UNWTO started preparing jointly with DEVCO (Development and Cooperation DG of the European Commission) a guidebook for 180 EU Delegation aiming at including Tourism as an important sector to receive Aid from the EU, the Guidebook will be disseminated from second semester 2013; (d) In 2012, Sustainable tourism is for the first time recognized by Heads of state at the RIO+20 Conference, as well as one of the 5 themes under the 10-YFP Year Framework of Programmes on Sustainable Consumption and Production. A Sustainable tourism Programme will be developed as a

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				multistakeholder initiative, including a Trust Fund. (e) WTO 4th Global review on Aid for Trade in July 2013 has identified tourism is a key sector amongst 5 - agri-business and food processing; WEF; information and communication technologies (ICT); ITU; textiles and apparel ILO; tourism UNWTO; transport and logistics WB- to be considered for Aid For Trade with important impacts for development and growth for developing countries, and size its importance by the Donors in ODA and Aid for Trade.
37	Par. 89: "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 sectoral representation."	Create a dashboard of Affiliate Members: who gets in, who gets out	100%	See report of the Chair of the Affiliate Members (CWE/95/6(a) and Decision CE/DEC/18(XCV). Period 2012-2013: A large number of the new members show a broader coverage in terms of geographic and sectorial representation: <ul style="list-style-type: none"> <li>• 5 of the new members are from Africa, 5 from Asia-Pacific, 6 from Americas and 12 from Europe;</li> <li>• 16 are private companies, 3 public-private entities, 8 academic &amp; research institutions and 1 non-governmental foundation;</li> </ul>
38	Par. 91: "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."	Discuss internally with all programmes so that activities included in the proposed PoW of the Affiliate Members reflect those expectations	100%	Before elaborating the 2013 Plan of Work, the Affiliate Members Secretariat has held meetings with all programmes of the UNWTO Secretariat to take into account comments, needs and common objectives.
39	Par. 93: "Most of the present nongovernmental stakeholders have a local, national or regional rather than a global focus."	Start an inventory of those local, national and regional organizations	25%	Actions in progress. Related with the modernization of the IT of the Secretariat.



Action Nr.	References in WP	Actions	Progress Level (0, 25, 50, 75, 100%)	Progress achieved (To be published in GA Document)
40	Par. 94: "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"	Organize back-to-back meetings with private sector during the regional commission meetings	100%	Meetings with Affiliate Members are being organized in the framework of Regional Commissions.
41	Par. 96: Knowledge Network	Draft a Programme of Work and Budget for the Knowledge network	100%	Since the Affiliate Members' Board of Director held in February 2013, the Knowledge Network programme of work has been presented within the Affiliate Members programme of work.
42	Par. 101-110	Draft an implementation plan on the reform of the satellite entities to ensure their non-controlled status when deem necessary satellite entities to ensure their non-controlled	50%	Governance of satellite entities and their relation with the UNWTO has been reviewed. The following has become non-controlled entities by the UNWTO not subject to IPSAS: The Center for Excellence in Destinations, the permanent secretariat to the Ethics committee, the Silk Road Office and the Zabrze Center for industrial heritage. The Office in Bonn is being integrated into the UNWTO as a project office. The Osaka/ Nara office, the ST-EP foundation and the Themis foundation (with the Diplomatic Office in Andorra) are pending agreement for a suitable model of governance. Finally, agreements with GSTC and TOI are being reviewed to reduce UNWTO's involvement in its governance.
43	Par. 101-111	Set up committees in order to follow up the implementation of the plan	50%	Non-controlled entities not subject to IPSAS require no additional follow up once new MOUs are signed. Governance of Osaka/ Nara; ST-EP and Themis/ Diplomatic Office is being discussed with government counterparts.

Action Nr.	References in WP	Actions	Progress Level (0, 25, 50, 75, 100%)	Progress achieved (To be published in GA Document)
44	Par. 113-114: "These (evaluation) tools, tailored to the small size of UNWTO, will need to be further refined, enhanced and incorporated into each programme" "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."	Draft proposals for a better evaluation of the programme of work	50%	Evaluation of individual staff performance through annual reports has been revised jointly with staff representatives, in a joint working group. Following this review an enhanced performance evaluation scheme was drawn up. The main new features of the scheme were: (a) Information on compliance with administrative responsibilities such as timely submission of data or reports, etc. (b) Information on objectives set out and results obtained, especially in the case of P staff with supervisory responsibilities. (c) Training which would allow staff members, jointly with their supervisors, to draw up proposed action to improve performance and output.
45	Par. 123: "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 groundbreaking involvement of UNWTO. They can be externalized for an independent organization to continue with them."	Debate internally this issue and produce a list of possible activities to be externalized.	50%	The debate on this issue is permanent within the Secretariat and with UNWTO Members. It is connected to the issue of external entities (see actions 42 and 43). The Organization has always had external bodies helping it for specific activities where partnering was needed.
46	Par. 127: "(...) a number of administrative reform initiatives are being progressively introduced, including: Adoption of International Civil Service Commission's standards of conduct, aiming at higher ethical conduct and establishing a framework for staff accountability. (...)"	Draft an implementation plan for an ethics function at UNWTO	100%	The UNWTO has subcontracted the discharge of its ethics function to UNOPS starting January 1st 2013.

Action Nr.	References in WP	Actions	Progress Level (0, 25, 50, 75, 100%)	Progress achieved (To be published in GA Document)
47	Par. 127: "(...) 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. (...)”	Develop procurement rules aligned with UN standards	50%	Regulatory framework for procurement in line with UN standards has been submitted to the 95th Executive Council. New procedures are at an advance stage of development and phasing-in of these procedures is expected through 2014
48	Par. 127: “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.”	Produce and internally share report on the adaptation of IPSAS and other UN administrative guidelines and standards to UNWTO	75%	IPSAS is on track for its implementation by 2014. Accounting and management change phase nearly completed. Upgrade of the IT system, training, transition period are well advanced.