

# WH+ST

## Action Plan 2013 - 2015



United Nations  
Educational, Scientific and  
Cultural Organization



World  
Heritage  
Convention

## UNESCO World Heritage and Sustainable Tourism Programme

*The new WH+ST Programme will bring together a broad set of World Heritage and tourism stakeholders in the implementation of the World Heritage Convention to develop and apply a new approach to tourism at and around World Heritage properties.*

*The Programme will create an international framework for cooperation and coordinated achievement across sectors, from strategic planning to destination management, in order to safeguard heritage, and achieve sustainable tourism and economic development.*

*The Programme will focus on early intervention and feature partnerships between the public, private and voluntary sectors for effective planning, action and impact on World Heritage conservation.*

The WH+ST Programme represents a cross-cutting effort in the implementation of the World Heritage Convention and is relevant to all World Heritage properties.

The Programme will be implemented according to an Action Plan identifying activities that support the overall objectives of the Programme. The Action Plan 2013 - 2015 outlines specific and prioritised activities that correspond to the first phase of the overarching strategy of the WH+ST Programme.

The UNESCO World Heritage Centre will have the overall coordinating responsibility in the implementation of the Programme. The identified actions and activities will be implemented in cooperation with a number of stakeholders linked to the World Heritage Convention including the tourism private sector.

The WH+ST Programme is designed to benefit a broad range of stakeholders including States Parties and government agencies, World Heritage property managers/coordinators, local communities, consent authorities, conservation practitioners, tourism private sector, destination management organisations, civil society, academia, NGOs and more.

The estimated budget for the first phase (2013 - 2015) totals an average of US\$ 1 240 000 per annum. An assessment of the first phase of the WH+ST Programme will take place end of 2015. The assessment will determine the Action Plan for the next phase (2016 - 2018).

A flexible and coordinated approach will be taken in securing resources for the implementation of the Action Plan. Funding may be channelled either via UNESCO or directly to the implementation partners.

Funding proposals will be developed upon identified priorities and will articulate the roles and responsibilities of each implementation partner. Proposals will be shared with States Parties and potential donors from the public as well as private sector. Implementation partners will be selected according to their ability to implement the different activities.

## Objectives

The Objectives represent the overarching goals of the Programme. While the Objectives carry equal importance, actions necessary to integrate sustainable tourism into the mechanisms of the Convention will be prioritised in the first phase of the Programme.

## Outcomes

An outcome is the first effect (tangible or intangible) of the intervention which contributes to the attainment of results. Outcomes can be considered as the new knowledge and skills built and disseminated in collaboration with concerned stakeholders.

## Actions

Actions correspond to the overall objectives of the Programme. The objectives and actions form the overall Programme strategy, and were developed through an inclusive and consultative process. Some actions will require an initial development phase before further implementation.

## Activities

The proposed activities follow the actions. Several activities will be cross-cutting where stakeholder working group(s) may be established to address one or more of the issues (e.g. data collection, information sharing, capacity building, etc.) to thereby ensure coherence, synergies and cost efficiency.

## Performance indicators

The World Heritage Centre will report on the progress of the Programme implementation to the World Heritage Committee on a biennial basis. Monitoring of the Programme will be conducted according to the Results Based Programming, Management and Monitoring (RBM) approach as applied by UNESCO, where goals and performance indicators will form the basis of the report to the World Heritage Committee on the progress of the Programme implementation.

## Objective A: Integrate sustainable tourism principles into the mechanisms of the World Heritage Convention

### Outcomes:

- The World Heritage Committee endorses the integration of sustainable tourism management into the mechanisms of the World Heritage Convention.
- An increased number of World Heritage properties are using the mechanisms of the World Heritage Convention for sustainable tourism management, monitoring and reporting.

Actions	Activities	Performance indicators
<p><b>A.1</b> Develop for the nomination process requirements for a tourism baseline analysis and necessary elements ensuring sustainable tourism management, taking a destination approach.</p>	<ul style="list-style-type: none"> <li>- Develop a template taking impacts and management of tourism into consideration.</li> <li>- Disseminate draft template through appropriate channels.</li> </ul>	<ul style="list-style-type: none"> <li>- Baseline analyses completed.</li> <li>- Template for the nomination process developed.</li> <li>- Template disseminated to States Parties.</li> </ul>

<p><b>A.2</b> Integrate sustainable tourism management indicators into the Operational Guidelines (OG), and develop supporting materials and tools assisting in their implementation.</p>	<ul style="list-style-type: none"> <li>- Identify and develop a framework for the integration of sustainable tourism management indicators into the OG (potentially as an annex).</li> <li>- Develop supporting material and tools for the implementation of the OG and disseminate it through appropriate channels.</li> </ul>	<ul style="list-style-type: none"> <li>- Integration framework completed and management indicators identified.</li> <li>- Supporting materials and tools for implementation are developed and disseminated.</li> </ul>
<p><b>A.3</b> Integrate sustainable tourism management indicators in the Periodic Reporting (PR), State of Conservation Reporting (SoC) and Reactive Monitoring (RM) mechanisms, and undertake strategic analysis of the results from all monitoring to identify opportunities and challenges in terms of World Heritage and sustainable tourism.</p>	<ul style="list-style-type: none"> <li>- Identify and test management indicators for integration into the PR, SoC and RM.</li> <li>- Develop methodology for strategic analyses of the results and disseminate it through appropriate channels.</li> <li>- Collect, analyse and communicate data and results.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainable tourism indicators at all World Heritage property categories are identified and tested.</li> <li>- Methodology for strategic analyses of the results identifying opportunities and challenges are disseminated through appropriate channels.</li> <li>- Data and results collected, analysed and communicated.</li> </ul>

## Objective B: Strengthen the enabling environment by advocating policies, strategies, frameworks and tools that support sustainable tourism as an important vehicle for protecting and managing cultural and natural heritage of Outstanding Universal Value (OUV)

### Outcomes:

- Sustainable tourism is reflected in policies as an important vehicle for protecting World Heritage.
- Increased collaboration between relevant international agencies and organisations in policy development relevant to World Heritage conservation.

Actions	Activities	Performance indicators
<p><b>B.1</b> Support relevant data generation and quality research identifying examples of successful policies, regulatory frameworks, institutional arrangements and development strategies strengthening the enabling environment, policy development and decision making concerning World Heritage and sustainable tourism both at a national and destination level.</p>	<ul style="list-style-type: none"> <li>- Identify specific research needs.</li> <li>- Develop research proposals and distribute it to the implementation partners.</li> <li>- Implementation partners to conduct the research.</li> <li>- Distribute research outcomes through appropriate channels.</li> </ul>	<ul style="list-style-type: none"> <li>- A number of research proposals are distributed.</li> <li>- Relevant research conducted and made available.</li> </ul>

<p><b>B.2</b> Work with relevant international agencies and organisations (e.g. other UN related organisations) to promote and support the dissemination of relevant policies, frameworks and tools to World Heritage stakeholders.</p>	<ul style="list-style-type: none"> <li>- Establish contact and collaboration with relevant international agencies and organisations.</li> <li>- Provide a platform for information exchange and disseminate relevant policies to World Heritage stakeholders.</li> <li>- Use existing fora to promote and advocate the development of policies, frameworks and tools.</li> </ul>	<ul style="list-style-type: none"> <li>- Active collaboration with relevant international agencies and organisations in policy development and relevant policies disseminated.</li> </ul>
<p><b>B.3</b> Identify and disseminate methodologies, practices and techniques to measure and monitor the capacity and impacts of tourism on World Heritage destinations that can be used to guide sustainable tourism planning and management.</p>	<ul style="list-style-type: none"> <li>- Identify research needs and develop research proposals and distribute it to the implementation partners.</li> <li>- Implementation partners to identify and test methodologies, practices and techniques.</li> <li>- Develop manual "Assessing and monitoring impacts of proposed developments and tourism/public use activities on the OUV of World Heritage properties" (ref. WHC-09/17.GA/8).</li> <li>- Implementation partners to conduct ongoing research.</li> <li>- Disseminate data and research outcomes through appropriate channels.</li> </ul>	<ul style="list-style-type: none"> <li>- A number of research proposals distributed.</li> <li>- Methodologies, practices and techniques identified and disseminated.</li> <li>- Manual developed and disseminated.</li> <li>- A number of relevant research activities conducted and results made available.</li> </ul>

## Objective C: Promote broad stakeholder engagement in the planning, development and management of sustainable tourism that follows a destination approach to heritage conservation and focuses on empowering local communities

### Outcomes:

- Increased participation of local communities in the planning, development and management of sustainable tourism at and around World Heritage properties.
- Broad stakeholder networks established that adopt a destination management approach to the planning, development and management to sustainable tourism at and around World Heritage properties.

Actions	Activities	Performance indicators
<p><b>C.1</b> Develop frameworks and guidelines that support the development and implementation of sustainable tourism management plans and other appropriate planning and management frameworks that involve and engage a broad set of stakeholders and empower and provide benefits to local communities.</p>	<ul style="list-style-type: none"> <li>- Conduct research and identify relevant resources to develop frameworks and guidelines.</li> <li>- Develop a dissemination strategy identifying the appropriate channels.</li> <li>- Identify selected properties and assist in implementing frameworks and guidelines.</li> <li>- Identify replicable good practices and examples and disseminate these through appropriate channels.</li> </ul>	<ul style="list-style-type: none"> <li>- Frameworks and guidelines developed and disseminated.</li> <li>- Selected properties assisted.</li> <li>- Replicable good practices and examples identified and disseminated.</li> </ul>

<p><b>C.2</b> Develop a tool for self-evaluation based on performance indicators and create incentive mechanisms to foster comprehensive tourism management that provides for conservation and preservation of the World Heritage properties.</p>	<ul style="list-style-type: none"> <li>- Identify self-evaluation models and adapt them to develop a self-evaluating tool supplementing the Periodic Reporting exercise.</li> <li>- Identify and develop incentives, and promote the self-evaluation tool.</li> <li>- Develop a system of analyses to utilise the data and communicate results and good practices.</li> </ul>	<ul style="list-style-type: none"> <li>- Tool for self-evaluation developed and incentive mechanisms created.</li> <li>- Data collected and results and good practices communicated.</li> </ul>
<p><b>C.3</b> Support relevant data generation and quality research identifying good practices concerning World Heritage and sustainable tourism (planning, development and management), stakeholder engagement and benefits.</p>	<ul style="list-style-type: none"> <li>- Identify relevant data and indicators.</li> <li>- Develop research proposals and distribute it to the implementation partners.</li> <li>- Implementation partners to conduct the research.</li> <li>- Research outcomes distributed through appropriate channels.</li> </ul>	<ul style="list-style-type: none"> <li>- Relevant data and indicators identified and research proposals distributed.</li> <li>- Relevant research conducted and made available.</li> </ul>
<p><b>C.4</b> Facilitate information sharing, exchange of experience and good practice among stakeholders through the creation of networking opportunities and incentive mechanisms.</p>	<ul style="list-style-type: none"> <li>- Create networking opportunities and incentive mechanisms for information sharing, capacity building and collaboration.</li> <li>- Support capacity building meetings and events in relation to key tourism and sustainability issues.</li> </ul>	<ul style="list-style-type: none"> <li>- Network opportunities and incentive mechanisms for information sharing, capacity building and collaboration created.</li> </ul>

## Objective D: Provide World Heritage stakeholders with the capacity and the tools to manage tourism efficiently, responsibly and sustainably based on the local context and needs

### Outcomes:

- Appropriate tools are available and utilised by stakeholders in the management of tourism at and around World Heritage properties.
- Increased number of World Heritage stakeholders managing tourism efficiently, responsibly and sustainably.

Actions	Activities	Performance indicators
<p><b>D.1</b> Identify capacity development, training and education needs among stakeholders in relation to World Heritage and sustainable tourism, and develop approaches to integrate into existing initiatives such as the World Heritage Capacity Building Strategy.</p>	<ul style="list-style-type: none"> <li>- Conduct desk studies and/or surveys to identify capacity development, training and education needs.</li> <li>- Develop pilot projects aligned with the World Heritage Capacity Building Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>- Capacity building, training and education needs identified and pilot projects developed.</li> </ul>

<p><b>D.2</b> Develop tools and strategies to support stakeholders, and in particular property managers/coordinators, in the management of World Heritage and sustainable tourism that can be adapted to local context and needs.</p>	<ul style="list-style-type: none"> <li>- Identify existing tools, good practices and conduct a needs assessment.</li> <li>- Develop tools and strategies based on the identified needs.</li> <li>- Disseminate tools and strategies through appropriate channels.</li> <li>- Identify replicable good practices and examples, and disseminate these through appropriate channels.</li> </ul>	<ul style="list-style-type: none"> <li>- Tools and strategies developed and adapted to local context and needs.</li> <li>- Tools and strategies disseminated.</li> </ul>
<p><b>D.3</b> Support information sharing, linkages, networking and collaboration among stakeholders, and establish links to training, education and research institutions (including World Heritage Category 2 Centres) delivering appropriate training and education.</p>	<ul style="list-style-type: none"> <li>- Create mechanisms for information sharing, networking, capacity building and collaboration.</li> <li>- Engage stakeholders in the information sharing mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>- Mechanisms established and running with participants.</li> </ul>

## Objective E: Promote quality tourism products and services that encourage responsible behaviour among all stakeholders and foster understanding and appreciation of the concept of OUV and protection of World Heritage

### Outcomes:

- An increased awareness, understanding and appreciation among stakeholders of the concept of OUV and protection of World Heritage.
- An increased number of quality tourism products and services that encourages responsible behaviour are developed and made available.

Actions	Activities	Performance indicators
<p><b>E.1</b> Identify, communicate and support approaches to increase knowledge, understanding and appreciation of the concept of OUV of World Heritage in the tourism management context amongst stakeholders.</p>	<ul style="list-style-type: none"> <li>- Create communication strategies and tools for the understanding, appreciation and application of OUV.</li> <li>- Disseminate the tools through appropriate channels.</li> </ul>	<ul style="list-style-type: none"> <li>- Communication strategies developed and tools disseminated.</li> </ul>

<p><b>E.2</b> Create incentive mechanisms that encourage stakeholders (especially tourism industry and visitors) to act responsibly in terms of site conservation and to provide social and economic benefits to the local communities.</p>	<ul style="list-style-type: none"> <li>- Identify existing tools and good practices and conduct a needs assessment.</li> <li>- Develop appropriate incentive mechanisms (e.g. policy, visibility, recognition, financial incentives, certification, prize, technological tools, apps, etc.).</li> <li>- Operationalize the mechanism(s).</li> </ul>	<ul style="list-style-type: none"> <li>- Incentive mechanisms identified and developed.</li> <li>- Incentive mechanisms are operational.</li> </ul>
<p><b>E.3</b> Identify and promote authentic, sustainable and responsible tourism products and services that provide high quality and low impact visitor experiences at World Heritage properties and the destination as a whole.</p>	<ul style="list-style-type: none"> <li>- Develop and/or adapt criteria to identify quality, sustainable and responsible tourism products and services. A thematic approach is proposed.</li> <li>- Disseminate criteria through appropriate channels.</li> <li>- Assist in developing products and services in selected properties.</li> <li>- Identify replicable good practices and examples and disseminated these through appropriate channels.</li> <li>- Promote quality, sustainable and responsible tourism products and services.</li> </ul>	<ul style="list-style-type: none"> <li>- Criteria developed/adapted and disseminated.</li> <li>- Products and services developed.</li> <li>- Replicable good practices and examples identified and disseminated.</li> <li>- Products and services promoted.</li> </ul>
<p><b>E.4</b> Support relevant data generation and quality analyses on visitation, impacts and trends, and increase the availability of good practices and lessons learned through information sharing and recognition mechanisms.</p>	<ul style="list-style-type: none"> <li>- Develop and/or adapt indicators relating to impacts and trends.</li> <li>- Collect and analyse data.</li> <li>- Compare data sets and explore pooling of databases.</li> <li>- Communicate results and good practices.</li> </ul>	<ul style="list-style-type: none"> <li>- Indicators developed/ adapted.</li> <li>- Data collected and analysed.</li> <li>- Results and good practices communicated.</li> </ul>

## Estimated budget 2013 - 2015

Estimated budget summary (US\$)	2013	2014	2015	2013-2015
Objective A	100 000	75 000	75 000	250 000
Objective B	310 000	110 000	110 000	530 000
Objective C	295 000	180 000	180 000	655 000
Objective D	205 000	175 000	55 000	435 000
Objective E	250 000	300 000	250 000	800 000
Coordination/ Management costs (WHC) for the Action Plan 2013 - 2015	330 000	330 000	330 000	990 000
Assessment			60 000	60 000
<b>Total (US\$) for the implementation of the overall Action Plan</b>	<b>1 490 000</b>	<b>1 170 000</b>	<b>1 060 000</b>	<b>3 720 000</b>

## Acknowledgments

The WH+ST Programme is the result of an extensive consultation process led by a Steering Group of States Parties representing the UNESCO regional groups including Germany, Slovenia, Argentina, China, Tanzania, Lebanon, Switzerland (Chair), UNWTO, ICOMOS, IUCN, ICCROM and the UNESCO World Heritage Centre supported by the Nordic World Heritage Foundation.

A broad set of stakeholders, including States Parties, the tourism sector, UNWTO, the Advisory Bodies and UNESCO Category 2 Institutes and Centres, will be crucial partners in the Programme implementation.



## Support and Involvement

The World Heritage Centre welcomes interested stakeholders to identify areas of engagement, and encourages all to get involved in and support this vital Programme that will promote conservation and achieve sustainable tourism at and around World Heritage Properties.

## Contact

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