**NETWORK GROUP**

**Sustainable Tourism**

**NG-ST 26**

**ZOOM meeting**

**10 February 2021**



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**Agenda Item: 3**

**Subject:** Evaluation Action Plan 2019 - 2021

**Document No.** NG-ST 26-5-1

**Date:** 14 January 2021

**Submitted by:** CWSS

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In November 2017, an overview on what has been achieved since 2014 in implementing the Sustainable Tourism Strategy, and how to continue the work in the forthcoming period 2018 – 2021 was submitted to the WSB.

A SWOT analysis of the Action Plan (Annex 1) revealed the strength and the opportunities, but also several weaknesses mainly due to lack of resources in implementing the plan, but also with regard to setting priorities and defining **SMART** Specific – Measurable – Assignable – Realistic – Time-related)goals and assessing the impact of the single activities.

As an ongoing task the current Action Plan 2019 – 2021 (Annex 2) should periodically be reviewed to determine if progress has been made on each of the actions in the Plan. To monitor the further progress and to assess progress on each action in the plan a review of the key findings, conclusions, and recommendations (- until 2020 and with outlook of 2021) will be discussed and documented.

**Proposal**

The meeting is proposed to

* Carry out the analyses in an interactive working session as appropriate;
* make modifications to the plan if evaluation data indicates they are needed;
* instruct CWSS to prepare a report for the WSB Meeting 04 March 2021.

**ANNEX 1 SWOT ANAYSIS 2017**

**SWOT Analysis Implementation Action Plan 2013 (from document WSB 21/5.1/2)**

Analysis of the implementation progress of the Action Plan (version 2013) as input to the development of an updated Action Plan for 2018 - 2022

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| **Strength**   1. World Heritage as strong, common ground. 2. First trilateral framework for STS implementation as a strong and visible coordinated approach. 3. Recognized framework for regional stakeholders (e.g. local and regional implementation of projects and activities). 4. Broad involvement of stakeholders. 5. Communication tool to multipliers and international audiences (UNESCO). 6. By linking priorities trilaterally and regionally greater capacity to attract financial support, e.g. application for project funding (INTERREG A, Leader, etc.) 7. Of 45 actions (high priority), 6 have been done, and 27 are ongoing / continuing. | **Weakness**   1. Impact of activities (outcome, results) is not described or assessed in Action Plan. 2. ‘SMART’ approach lacking. 3. Priority setting not related to goals. 4. No formal commitment from partners and coordination of implementation (timing, funding, products). 5. Specific budget as core financing is lacking on trilateral and national level for joint financing (except in PROWAD project). 6. Regional activities are not always connected / communicated to action plan. 7. Of 45 action (high priority), 12 have not yet started, are delayed or postponed. 8. Information exchange outside joint projects difficult. |
| **Opportunities**   1. Creating synergies by connecting / collaborating in joint activities. 2. Strengthening the profile of STS internationally and locally. 3. Providing know-how and sharing it with partners (knowledge partnerships) when working cross border and cross sectoral. 4. Connecting local actions with trilateral and global level (UNESCO). 5. Steady correlation between regional relations/actions and trilateral, global alignment ensure strong impact on regional, national and international image. | **Risks**   1. Lacking resources at national level and at CWSS to support / conduct activities. 2. Action Plan not taken up by regional and local stakeholders and partners, 3. Priority areas focusing on regional actions rather than trilateral context 🡪 loss of ONE entity status of work/image. 4. Cross- regional linkages and alignments not fully covered by bilateral projects. |

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| **ANNEX 2: DRAFT Action Plan (25.08.2020) – Time Period 2019 - 2021** | **Priority: High** | **Priority: Medium** |

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| **Connection to WSWH Management Plan (former SIMP)** |

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|  |  | **Objective 1**  **To ensure all stakeholders have a transnational understanding and appreciation of the values of the Wadden Sea WH property.**  Commitments to reach the objective:   * Awareness raising and visibility amongst stakeholders of the World Heritage and its benefits for conservation, economy and society. * Providing stakeholders with the capacity and tools to manage tourism efficiently, responsibly and sustainably based on the local context and needs (for example, qualification and training, best practice examples, education, information sharing, networking). * Developing educational resources and to enhance (local) pride of the Wadden Sea World Heritage | | | | | | | |
|  | **No.** | **Action** | **SMART**? | **What shall be achieved**  **(impact indicators *to be defined*)** | | **Status of Actions** | | **Modifications**  **to the Plan** | |
|  | **1** | **Trilateral overview on WH related events as basis for potential common activities** | | | | | |  | |
| 1 | 1.1 | ***Actions local / regional***  Compile overview of 1) specific WH events and 2) event with co-communicating WH | Events dedicated specifically to World Heritage (annual WH events/days/week).  **Baseline: 2**  *NL WH weeks/dag (June)*  *Nds: WH anniversary events (June)*  **Target: 5**  One specific WH event per region per year. | *Enhanced coordination of local and regional WH events, create synergies.* | |  | |  | |
| 2 | 1.2 | ***Actions trilateral***  Provide template for WH events and compile information from the regions for publishing on the WH website (bi-annually).  Use 10th Anniversary (June 2019) to establish a routine. | Template to compile events which specific focus on WH or WH related topics on trilateral WH website and linking to each other’s events.  **Baseline 0**  Ad-hoc compilation of events on website.  **Target: 1**  Template for regular update of events. | *Enhanced coordination of local, regional and trilateral WH events, enhanced profile of events, potential synergies.* | |  | |  | |
|  | **2** |  | | | | | |  | |
| 3 | 2.1 | ***Actions local / regional***  Compile overview of training courses and material for stakeholders which can be shared with stakeholders from other regions. | Training courses for stakeholders (SME, NP-Partner) with information on WH, nature conservation and sustainability.  National parks partner meetings (or comparable events):  **Baseline 3**  **Target 5** | *Enhance exchange of knowledge amongst stakeholders on awareness of WH and OUV. Engage local partners in exchange.* | |  | |  | |
| 4 | 2.2 | ***Actions trilateral***  Provide template for overview and publish online for access by stakeholders (meta information( | Collect information about training courses and related information material one a year  **Baseline 0**  **Target 5** | *Enhance trilateral exchange of knowledge amongst stakeholders on awareness of WH and OUV* | |  | |  | |
|  | **3** |  | | | | | | | |
| 5 | 3.1 | ***Actions local / regional***  Compile overview of topics / contents / stories used for WH communication by multipliers in the regions focusing on ONE WS-ONE WH | Provide best practice of WH communication in the region as an example for other stakeholders  **Baseline.** 1 (The “Five” brochures)  **Target: 15** | *Enhanced knowledge of available topics, enhanced synergies* | |  | |  | |
| 6 | 3.2 | ***Actions trilateral (WP 3)***  Compile overviews and distribute to partners in the regions. Explore potential of a coordinated approach for trilateral communication | Communicate best practices trilaterally and internationally (WH networks). Integrate information into trilateral communication (flyer, media, website). Develop a common core story (to share contents)  **Baseline: 0**  **Target: 15** | *Enhanced trilateral coordination of contents / stories used transnational WH communication. Potential synergies by enhanced collaboration.* | |  | |  | |
|  | **4** |  | | | | | |  | |
| 7 | 4.1 | ***Actions local / regional***  Develop / extend annual exchange programmes as regular offer for specific stakeholders (tourism, business), e.g. similar to annual IWSS network workshop. | Integration of annual exchange programmes for stakeholder (focus on SME) between regions into existing stakeholder programmes (e.g. NP partner).  **Baseline: 3**  NL: stakeholder visit in Lower Saxony  DK: stakeholder visit in the Netherlands (2017)  **Target: 10** | *Engage more stakeholders in WH related topics and long-term cooperation* | |  | |  | |
| 8 | 4.2 | ***Actions trilateral***  Coordinate exchange programmes trilaterally and provide support on contents | Documentation and communication of exchanges trilaterally and internationally. Provide support of exchanges.  **Baseline: 0**  **Target: 10** | *Enhanced trilateral coordination of contents / stories used transnational WH communication. Potential synergies by enhanced collaboration.* | |  | |  | |
|  | **5** |  | | | | | | | |
| 9 | 5.1 | ***Actions local / regional***  Form social partnerships to foster friendship and understanding between.WS/WH communities | Support twinning between islands and regions.  **Baseline: 0**  **Target: 3** | *Enhanced friendship and understanding between WS/WH communities* | |  | |  | |
| 10 | 5.2 | ***Actions trilateral***  Support twinning trilaterally and provide support | Documentation and communication of twinning trilaterally and internationally. Provide support of twinning.  **Baseline: 0**  **Target: 3** | *Enhanced profile of twinning internationally* | |  | |  | |
|  |  | **OBJECTIVE 2**  **To ensure stakeholders take responsibility for and contribute to the protection of the ‘Outstanding Universal Value’ through involvement in tourism management and product development.**  Commitments to reach the objective:   * Common tourism management and planning schemes for the entire World Heritage in line with the OUV of the property and using a destination approach. * A strong Wadden Sea World Heritage brand as starting point for development of quality products, services and facilities (common standards and quality schemes). * A sustainable Wadden Sea World Heritage Destination, building upon transboundary cooperation and partnerships. | | | | | | | |
|  | **No.** | **Action** | **SMART?** | | **What shall be achieved**  **(impact indicators)** | | **Status of Actions** | | **Modifications**  **to the Plan** |
|  | 1 | **World Heritage Partnerships** | | | | | | |  |
| 11 | 1.1 | ***Actions local / regional***  Extend or develop partnership programmes in the Wadden Sea (SH: extension in ITI project, NL: development in PROWAD Link)  *[add DK, Nds and HH]* | Develop, extend or adapt existing programmes, initiatives and networks  **Baseline: 3**  *DK, D: NP Programmes*  *NL: several initiatives*  **Target: 5** | | *Enhanced engagement in long-term collaboration* | |  | |  |
| 12 | 1.2 | ***Actions trilateral***  Development trilateral partnership hub linking to regional and local programmes (PROWAD LINK) | Develop and implement concept for a trilateral approach (WH partnership hub)  **Baseline: 0**  **Target: 1** | | *Enhanced engagement of stakeholders in long-term collaboration on trilateral level. Enhanced trilateral coordination and synergies.* | |  | |  |
|  | **2** | **Visitor management and impact assessment** | | | | | | |  |
| 13 | 2.1 | ***Actions local / regional***  Compile basic tourism data for a defined region to calculate impacts (socio-economic impacts, impacts on nature values) considering EU /UNWTO definitions.  Carry out visitor surveys, preferably in cooperation with other WS regions, to enhance synergies | Define and collect regional data for the period 2016-2021 (as part of TMAP and QSR)  Baseline: 0  Target: 1  Develop, extend or adapt existing Surveys on WH (PROWAD LINK)  **Baseline: 2**  *NDS/SH survey*  **Target: 3** | | *Enhanced knowledge on impacts of tourism on local/regional level, in specific on regional economic development.* | |  | |  |
|  |  | ***Actions trilateral*** |  | |  | |  | |  |
| 14 | 2.2 | Development proposal of a trilateral monitoring and assessment approach (TMAP, QSR). | Prepare proposal based on recommendation from QSR 2017 (TMAP).  **Baseline: 0**  **Target: 1** | | *Harmonized, comparable set of basic tourism data for trilateral assessment (QSR)* | |  | |  |
| 15 | 2.3 | Trilateral guest survey (PROWAD LINK) and exchange of best practice | Develop and implement a survey trilaterally.  **Baseline: 0**  **Target: 1** | | *Enhanced understanding of visitor needs, expectations and motivations* | |  | |  |
|  | **3** | **Vision “Wadden Sea World Heritage as the most sustainable destination”** | | | | | | |  |
| 16 | 3.1 | ***Actions local / regional***  Compile best practices for sustainability.  Ambition for Wadden islands to become self-sufficient in energy. | Best practice from entrepreneurs in the regions (selection criteria to be defined \* suggestion to be in line with [GSTC Criteria)](https://www.gstcouncil.org/gstc-criteria/)  **Baseline: 0**  *(PROWAD list of sustainable offers)*  **Target: 1** | | *Additional selling point for local stakeholders. Enhanced awareness of transnationality of WSWH on local level.* | |  | |  |
| 17 | 3.2 | ***Actions trilateral***  Feasibility study to develop preconditions for a transnational sustainability destination approach | Feasibility study.  **Baseline: 0**  **Target: 1** | | *Enhance engagement of stakeholders to invest a transnational sustainability approach.* | |  | |  |
|  | **4** | **Enhance awareness and mitigate marine litter pollution and use of plastic** | | | | | | |  |
| 18 | 4.1 | ***Actions local / regional***  Engage stakeholder in local events and projects on awareness, monitoring, removal and avoidance of marine litter and plastics, incl. circular economy | Provide overview of local events  **Baseline: 0**  **Target: 1** | | *Enhanced engagement in reduction of marine litter and plastics to protect the OUV* | |  | |  |
| 19 | 4.2 | ***Actions trilateral***  Exchange experiences and best practice examples in the Wadden Sea. Cooperation with UNESCO and other international organisations | Communicate best practices in the Wadden Sea trilaterally and internationally  **Baseline: 1**  **Target: 2** | | *Enhanced coordination of relevant activities and initiatives related to WH* | |  | |  |
|  | **5** | **Sustainable Transport** | | | | | | |  |
| 20 | 5.1 | ***Actions local / regional***  Compile best practices of sustainable transport in connection with WSWH (e.g. zero emission agreements)  *NL/Nds: Waddenagenda 2.0* | List of best practice in sustainable transport linked to WSWH  **Baseline: 0**  **Target: 5** | | *Enhanced engagement of stakeholders in sustainable transport in WH* | |  | |  |
| 21 | 5.1 | ***Actions trilateral***  Exchange experiences and best practice examples in the Wadden Sea. | Communicate best practices in the Wadden Sea trilaterally and internationally  **Baseline: 0**  **Target: 1** | | *Enhanced coordination of relevant activities and initiatives related to WH* | |  | |  |
|  | **6** | **Impacts of tourism / LAC for tourism development** | | | | | | |  |
| 22 | 6.1 | ***Actions trilateral***  Exchange experiences and best practice examples in the Wadden Sea. | Analysing visitor pressure impacts. Recommendations for the development of sustainable tourism offers and services, including visitor management.  **Baseline: 0**  **Target: 1** | | *Enhanced understanding of the challenge of tourism in the WSWH destination and potential impacts an nature and socio-economic values* | |  | |  |

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|  |  | **Objective 3**  **To ensure the tourism sector provides consistent communication and marketing and promotes the high quality tourism offers of the Wadden Sea World Heritage Destination**  Commitments to reach the objective:   * Development of a joint marketing approach (products, services, facilities) for the Wadden Sea World Heritage Destination, which contributes to the aims of World Heritage * Integration of World Heritage marketing in existing regional and national marketing activities. * Continuation of joint communication and information activities to raise profile and visibility of the Wadden Sea World Heritage Destination locally, nationally and internationally. | | | |  |
|  | **No.** | **Actions** | **SMART?** | **What shall be achieved**  **(impact indicators)** | **Status of Actions** | **Modifications**  **to the Plan** |
|  | **1** | **Marketing World Heritage** | | | |  |
| 23 | 1.1 | ***Actions local / regional***  NL: Preparation of joint marketing concept story telling (6 yrs period), building on STS.  NL/Nds: Waddenagenda 2.0  SH / DK: NAKUWA | Regional WH marketing activities to implement STS  **Baseline: 3**  **Target: 3** | *Enhanced engagement of stakeholders marketing of WH* |  |  |
| 24 | 1.2 | ***Actions trilateral***  Develop a marketing approach and planning for the WH including coordination of regional WH marketing activities by NG-ST.  (including digital marketing tools).  PROWAD LINK WP 3 / Online Toolbox Brandspace  Supported by Development exchange platform for stakeholders (PROWAD LINK WP 6). | Develop marketing approach.  **Baseline: 0**  **Target: 3**  Define contents of exchange platform, and stakeholders to be reached and time period (PROWAD LINK)  **Baseline: 0**  **Target: 1** | *Enhanced coordination of marketing activities and approaches related to WH.* |  |  |
|  | 3 | **Annual Wadden Sea World Heritage Day** | | | |  |
| 27 | 3.1 | ***Actions local / regional***  Events and activities related to WSWH anniversary in June (2020, 21, 22) | Compile annual WH anniversary events and activities in the regions  **Baseline: 0**  **Target: 3** | *Enhanced engagement of stakeholders WSWH day events and activities, and public response (participants, press, other media)* |  |  |
| 28 | 3.2 | ***Actions trilateral***  Coordination and communication of events and activities related to annual WSWH Day (PROWAD LINK WP 2 + 3). | Communication plan for WH anniversary  **Baseline: 0**  **Target: 1** | *Within planned / allocated budget* |  |  |
|  | **4** | **Digital Communication WH** | | | |  |
| 29 | 4.1 | ***Actions trilateral***  Regular exchange and support of focal points in charge of digital communication and marketing, e.g. social media workshops.  (also PROWAD LINK WP 2 and 6). | Conduct annual social media workshop.  **Baseline: 1**  **Target: 3** | *Enhanced coordination and support of digital marketing and communication.* |  |  |
|  | **5** | **WH Information Material** | | | |  |
| 30 | 5.1 | ***Actions local / regional***  Regular update of existing material and communication (e.g. glocal flyer, maintenance WH columns), development of new material as appropriate (apps, guides, give-aways) | Update Material  **Baseline: 0**  **Target: 5** | *Enhanced visibility of World Heritage in regions and engagement of stakeholders.* |  |  |
| 31 | 5.2 | ***Actions trilateral***  Update and further development of trilateral concepts for WH material and communication (also PROWAD LINK WP 2+3) | Update WH communication plan  **Baseline: 0**  **Target: 1** | *Enhanced visibility of World Heritage in regions and engagement of stakeholders.* |  |  |

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|  |  | **Objective 4**  **To ensure nature conservation, tourism and local communities benefit from the World Heritage Status**  Commitments to reach the objective:   * Increased engagement of stakeholders in transnational activities on World Heritage (transboundary partnership and networking, cooperation with other World Heritage sites and UNESCO programmes). * Promoting World Heritage and sustainable tourism as an instrument **to maintain and enhance quality of life in local communities** and sustainable regional development. * Generating **financial revenue** from high quality tourism to stakeholders and to the protection of the Wadden Sea World Heritage. | | | |  |
|  | **No.** | **Actions** | **SMART?** | **What shall be achieved**  **(impact indicators)** | **Status of Actions** | **Modifications**  **to the Plan** |
|  | **1** | **Engagement of stakeholders in trilateral and international activities** | | | |  |
| 32 | 1.1 | Engagement in trilateral activities and events,  UNESCO Marine Programme and Sustainable Tourism Programme - ongoing | Exchange with ST Programme, participation in relevant international events  **Baseline: 0**  **Target: 3** | *Enhanced engagement of stakeholders at trilateral level. Enhanced trilateral coordination and synergies.* |  |  |
| 33 | 1.2 | Stakeholder engagement at annual ITB tourism fair in Berlin  (PROWAD LINK WP 2) | Stakeholder booth, 10-12 entrepreneurs participating with own programme, annually (March)  **Baseline: 1** (2019)  **Target: 3** | *Enhanced profile of stakeholders and their WH offers and services contributing to OUV.* |  |  |
|  | **2** | **Investigate impact of WH status on economy, society and culture in the Wadden Sea** | | | |  |
| 34 | 2.1 | ***Actions local / regional***  Studies on socio-economic impacts on World Heritage / national parks.  Nds/SH- update NP Job study  DK: study SEM | Continue, adapt or extent studies on SE impacts  **Baseline: 2**  **Target: 5** | *Enhanced understanding of socio-economic potential of WH/NP by stakeholders and policy makers.* |  |  |
| 35 |  | ***Actions trilateral***  Trilateral studies and surveys on socio-economic impacts (PROWAD LINK WP 5.9) | Brochure on added value of sustainable tourism in the WSWH destination  **Baseline: 0**  **Target: 1** | *Enhanced understanding of socio-economic potential of WH/NP by stakeholders and policy makers at trilateral level* |  |  |
|  | **3** | **Providing financial revenues** | | | |  |
| 36 | 3.1 | ***Actions local / regional***  Investigate possibilities of donations/funding of projects by tourism sector. Study on WH fee / willingness to pay. | Cooperation with SME to provide support for local / regional activities to protect OUV  **Baseline: 550**  **Target: 1,000** | *Increased number of stakeholders engaged in WH knowledge partnerships* |  |  |
| 37 | 3.2 | ***Actions trilateral***  Investigation cooperation with companies  (PROWAD LINK WP 4+5). | Develop trilateral cooperation and partnership schemes engaging entrepreneurs to provide support for protection of OUV  **Baseline: 0**  **Target: 1** | *Enhanced understanding of role and responsibilities of stakeholders for OUV protection at trilateral level* |  |  |
| 38 | 3.3 | Development of 21 product and services in co-creation | Income from PROWAD LINK products and services  **Baseline: 0**  **Target: 5 Mio €** | *Increased income from WH specific sustainable products and services* |  |  |
| 39 | 3.4 | Increased sustainable facilities, developing and marketing of sustainable products and offers, and in supporting nature awareness and education/training for sustainable development. | Additional investment by SME in increased sustainability  **Baseline: 0**  **Target: 2 Mio €** | *Increased investment in sustainability* |  |  |