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**UNITED NATIONS EDUCATIONAL, SCIENTIFIC
AND CULTURAL ORGANIZATION**

**CONVENTION CONCERNING THE PROTECTION OF
THE WORLD CULTURAL AND NATURAL HERITAGE**

WORLD HERITAGE COMMITTEE

Thirty-second session

**Quebec City, Canada
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Item 5 of the Provisional Agenda: Report of the World Heritage Centre on its activities and the implementation of the World Heritage Committee's Decisions

Proposal for new strategic directions for partnerships

SUMMARY

Decision **31 COM 15** (Christchurch, 2007) refers to a request made by the Committee for a discussion paper on new strategic directions for partnerships focusing on the commercial aspects of partnerships and their value for World Heritage conservation. Financial partnership models aimed more specifically at the corporate sector were studied in order to provide examples. These are summarized herein.

I. Public-Corporate Partnerships

A. Context

1. The dual objective expressed for the PACT initiative when it was first created was to raise awareness and/or funds for World Heritage. The most successful partnerships were able to do both, and sometimes, in best cases, donors gave full authority to UNESCO to decide on how funding should be disbursed, having limited concern about the level of detail in financial reporting. Nonetheless, funds raised directly through partnerships with the corporate sector are relatively limited. Expected income is estimated at USD 450,000 for 2008 and much of it is earmarked.
2. As demonstrated through reports, plans and evaluations provided about partnerships and the use of the emblem since 2002, the interest in World Heritage both in concept and marketing potential is continuing to grow. Efforts have been undertaken to structure the way in which partnerships are being developed, notably by establishing a procedural framework¹. While it gives guidance for handling requests, these could be further refined to meet higher standards of partner selection.
3. The 1992 Rio Summit, 1997 Kyoto Protocol and other business initiatives like the Triple Bottom Line Principle² have impelled the corporate sector to become increasingly engaged in cultural, social and environmental issues, promoting action in as many fields as micro-financing, community business development, and reduction of carbon footprint. In addition, the increased sensitivity to climate change and human rights issues from consumers has set higher expectations that the private sector is taking part in addressing. As a result, more opportunities for cause-oriented partnerships are arising, creating the need for new benchmarks and a more proactive strategy.

B. Objective

4. The conservation of World Heritage is the responsibility of the international community. While governments are held accountable for establishing adequate protection measures and monitoring their results, the conservation process is supported technically and financially by a number of stakeholders, both public and private. However, links between the corporate sector and World Heritage properties are still rather rare. By raising the profile of World Heritage activities, establishing closer contact with local management authorities and for-profit entities operating locally and internationally, it is possible to generate new streams of income that would benefit conservation more directly.
5. Acting as the clearing house and exchange platform for all World Heritage matters, the Centre should work to develop a stronger marketing approach to World Heritage partnerships. Such a strategy would heighten the image of World Heritage based on facts and figures, thus demonstrating the value and pertinence of investments to be made by corporate partners. While it is useful to design standardized approaches that can be used by UNESCO and site management authorities, it may be more effective to pro-actively build a series of key partnerships. They would serve as good practice examples to be replicated in the future. This can only be made possible if the network of World Heritage sites adheres to the principal of promoting the family before the individual.
6. Marketing is the act of generating income by creating customer satisfaction. The marketing

¹ PACT Regulatory framework is available at the following web address: <http://whc.unesco.org/en/pact/>

² Business principle that measures corporate performance along three lines: profits, environmental sustainability, and social responsibility.

philosophical approach aims to improve the credibility and rank of the company and its products. If a parallel can be made between for-profit corporations and not-for-profit organizations, it is to underline the similar competitive nature of cause-oriented fund-raising and partnership development with that of a consumer driven market. It is also to draw attention to the fact that the World Heritage 'market' is also consumer based and as such greater emphasis should be placed on marketing World Heritage properties. Obtaining 'customer' or 'visitor' satisfaction at World Heritage properties would thus help provide support to site conservation through an increase in brand value identification and recognition and subsequently new income generating partnerships.

II. **Strategy**

A. **Gathering data**

7. Donors, whether philanthropically driven or otherwise, are more selective of actions they choose to support, partly because they have more causes to choose from. In addition, UN programmes like UNEP and UNDP, or organizations like IUCN, by comparison to UNESCO's World Heritage Centre, have developed initiatives that are better adapted to the existing context.
8. An integral part of marketing is analysis of data, which must first be collected. The most precious asset of the *World Heritage Convention* is the sites it protects and their integrity. It is therefore essential to create a network of World Heritage site focal points with direct access to statistical information about the exposure of sites to the public (number of visitors, existence and quality of visitor facilities, evidence of visitor satisfaction) and where possible an indication of the willingness and capacity to take part in marketing initiatives driven by the World Heritage Centre. The collected data will serve to convince potential partners of the strength of such a network and the visibility and credibility it can provide to those who choose to support World Heritage.

B. **Transversal approaches: Memberships and Prizes**

9. Since there can be no general rule applied to the development of partnerships because of the great diversity in partners' requirements, the challenge lies in designing models that suit the many needs expressed by the corporate sector, always different from one company to the next, while making sure that they still meet conservation requirements.
10. Model 1 - Memberships: The newly adopted UNESCO Directives³ for the use of the logo have helped to clarify the conditions of use for UNESCO's programme logos, including intergovernmental emblems such as the World Heritage. They are to be used in the form of linked logos, systematically⁴ associating the UNESCO logo. The graphic guidance generated by the Directives is thus being adapted to many sites. This exercise, if applied with consistency, will contribute to giving additional visibility to the logo and reinforce the visual identity of the Convention and all sites it represents. Notwithstanding the relevance of the logo, the real issue is that of brand recognition. The identification of brand values will help shape the partner selection process by providing the decision makers with a new set of indicators capable of measuring the suitability of any partnership. Candidate partners that successfully clear this process would become eligible for co-branding opportunities and could form a World Heritage membership or club of committed partners.
11. This membership programme would initially be open to the corporate sector but may also

³ Directives concerning the use of the Name, Acronym, Logo and Internet Domain names of UNESCO (RES 34C/86)

⁴ Exceptions can apply in cases where the linked logo may be too large and impractical to use, ie: on maps.

grow to include implementation partners⁵ and individuals. In joining the membership, benefits to these entities would include use of the UNESCO World Heritage logo, regular promotional coverage through World Heritage communication tools (the WH Review, Website, events) and access to information about sites they wish to support. The members of the scheme, acting within their respective fields of competence of management, sales, research & development, or finance, would in turn provide a wide range of business skills and act as a powerful constituency generating a multiplier effect to the benefit of World Heritage capacity building, management and conservation. The World Heritage Centre could create a multi-donor fund that would serve to backstop such an initiative, work on internal and external communication aspects and fund projects that cannot be met by the International Assistance budget.

12. The World Heritage Alliance for Sustainable Tourism (WHA) developed by the United Nations Foundation (UNF) and Expedia (USA) is an industry-lead initiative formed in 2005 to promote sustainable tourism at World Heritage sites. WHA works to support World Heritage conservation, sustainable tourism, and local economic development for communities in and around World Heritage sites. The WHA offers two levels of partnership, each being committed to advancing the WHA mission: WHA members and WHA associate partners. WHA members (50 to date) consist of travel industry companies, such as hotels, tour operators, travel agents, airlines and cruises, among others. WHA associate partners are NGOs, civil society groups, government bodies and other organizations not exclusively devoted to tourism. They all pledge to uphold a number of key principles and undertake a series of initiatives. While this model is programmatic by nature, it offers support to a number of cross cutting areas like capacity building, conservation, communication and community involvement and could serve as an interesting membership model.
13. Model 2 - Awards: Another strong model that the Centre could test with the corporate sector is the establishment of a World Heritage award. Based on the success of UNESCO's L'Oréal partnership focusing on promoting women in science around the world, the World Heritage Centre could study ways to involve a selected group of internationally recognized corporations in creating an award that would recognize the five key components of World Heritage as established by the Committee (the 5 Cs). Emphasizing community involvement, management and consultation processes, such an award would have the added value of drawing attention to small, medium and large-scale conservation work undertaken at World Heritage sites. It could also be an appropriate platform to showcase good practice as concerns the construction of new infrastructure or the rehabilitation and modification of historic city centers and other World Heritage properties. Urban planners, municipalities, site managers and private initiatives could be rewarded for their innovative approaches to conservation, for their community spirit and for their commitment to World Heritage. Existing examples⁶ offer some visibility but an international World Heritage award could strive to provide direction and motivation that would stimulate all concerned parties to work towards an improved implementation of *the World Heritage Convention*.

C. Licensing the World Heritage brand and logo

15. By definition a license agreement is a document through which rights to use a name, a brand, a logo, an image or anything protected and owned by one party are provided to another party. Such rights can be granted free of cost or for a fee over a determined period of time and in a particular context. For example, a television producer, owner of copyright to the films produced, can choose to license his films to third parties. He may choose to license these rights to several users, segmenting the territory where the films are to be shown, or he

⁵ Implementation partners: a newly designated category of partners capable of adding value beyond the delivery of a product or service, and to participate in planning and review activities. These partners must successfully manage projects/programmes and deliver agreed-upon results.

⁶ *Heritage Awards* managed by UNESCO Bangkok for example

could choose to segment the broadcast rights (television, video, theatre, rental, etc) or both. The same television producer could also decide to license all rights and perceive license fees for as long as he is copyright holder.

16. Traditionally the Centre has licensed its name and/or logo to publishers for royalties. Encyclopaedias and coffee table books have, over the years, generated considerable extra-budgetary resources that were collected directly from the licensee or through the UNESCO Publication Fund. This has helped to support staff costs and other central functions such as the purchase of computer equipment.
17. Progressively the licensing activity has been reduced to give rise to new forms of cooperation and partnerships in order to valorise the participation of partners in the conservation process. Thus, partnerships often, if not always, make use of the name and logo as a part of a larger initiative which includes project development and implementation of different sorts. This can affect the commercial value of the brand itself and make it more difficult to establish adequate financial benchmarks.
18. Nonetheless, it has been demonstrated that the World Heritage brand carries sufficient financial value and that there is potential for convincing commercial entities of the need to pay a fee for its use. To that effect, and for other purposes, the legal protection of the World Heritage logo has been ensured through the World Intellectual Property Organization and steps to trademark the World Heritage name proposed. Just as important is the review process through which the quality of the products to be issued under the World Heritage name and logo can be ensured. The capacity of the licensee to design, produce and distribute (or have distributed) is as essential as the stability and legitimacy of the company itself. The National Commission screening process and internal approval procedures guarantee this. UNESCO's role should be to coordinate these commercial activities, offering strategic guidance, harmonization of initiatives, avoid unnecessary competition and exert quality control.
19. In 1996, the Spanish mint, Fabrica Nacional de Moneda y Timbre, developed a series of World Heritage coins. These were issued and sold on the Spanish market and generated a flat fee of FF 200,000- (approx. USD 47 700) for the World Heritage Fund. Since, many other coin and medal projects have been developed, some involving UNESCO and some independently. The challenge lies in identifying ways to open new markets for national initiatives thereby increasing the potential and longevity of such projects. The World Heritage Centre could work in cooperation with the Bureau of Public Information of UNESCO to work with all States Parties to study ways in which these individual products can be formulated as a part of the same family of products. A coin or medal sold in Germany would thus also have value for collectors in Japan and vice versa. The same principle can be applied to many other products such as stamps, books and other ancillary goods.
20. Licensing could also be explored as a part of fund-raising initiatives. The Centre is increasingly solicited by event organizers and professional fund-raisers who wish to put their expertise at the service of the *World Heritage Convention*. By allowing professionals - under contract with UNESCO – to fund raise for World Heritage, it is possible to envisage a multiplier effect that would require moderate backstopping and place limited strain on the Centre's work force. For instance, proposals to take part in nation-wide or international campaigns associated to sporting events could be considered. While there is no direct link between sport and World Heritage, the idea is to use the television and communication tools developed for the event to call on the public to become engaged and donate to World Heritage conservation. Such grass roots activities can be effective if supported by a massive media campaign. These events could also serve to create sponsorship opportunities and involve new private sector partners.

D. Other modalities to be envisaged

20. The average traffic of the World Heritage Website represents approximately 30% of all UNESCO web traffic with peaks during the World Heritage Committee. Since the Website was re-designed and the online subscription function established, a user-base mailing list of 50,000 names has successfully been created. This World Heritage constituency could be the target of future communication campaigns.
21. For this to be effective, the Centre is planning to launch an electronic newsletter transmitted via emailing only. It would serve to proactively inform and involve the public and ultimately generate more traffic towards the World Heritage Website. It would also be a useful tool to promote subscriptions to the World Heritage Review, distribute of the WH Map and other publications of general interest, online giving, as well as partners and the work undertaken in cooperation with them. While this will serve primarily to expand our support base amongst individuals, it should also be used as an additional service to partners who wish for UNESCO to be more engaged in publicizing partnership activities and results.
22. Further work must also be carried out with the Division of External Relations and Cooperation of UNESCO, notably through its Section for Multilateral and Private Funding Sources, to improve mechanisms allowing tax deductible receipt of private sector contributions. Such an incentive would increase the private sector's willingness to make financial contributions that exceed the current amounts being pledged⁷. This can be achieved through the examination of national tax laws and partnerships established with charitable organizations or foundations that benefit from such laws within countries where private sector contributions are most likely to come from. Discussions in this direction have already been held with the UNESCO National Commission in the United States of America for example, in view of helping UNESCO identify suitable Commissioners capable of assisting in this regard.

⁷ Current contributions vary between Euros 150,000 to Euros 1M from a single donor over a consecutive period of 3 years.