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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-fifth session

Paris, UNESCO Headquarters

19-29 June 2011

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.

INF.5A.1 Report on World Heritage partnerships with the private sector, envisaged and present

SUMMARY

Decision **34 COM 5A** invites the Director of the World Heritage Centre to inform the World Heritage Committee about envisaged and present partnerships, indicating the procedures and conditions of such agreements. This document presents the list of present (Table 1) and envisaged (Table 2) World Heritage Centre partnerships with the private sector. It also describes the strategic work undertaken to improve the procedures on establishing and implementing such partnerships, as per the "World Heritage Centre Strategic Alliances and Partnerships" document attached in Annex I.

I. Background

1. UNESCO works to build partnerships with the private sector within the common framework of the “United Nations Global Compact” and the revised “Guidelines on Cooperation between the United Nations and the Private Sector” launched in November 2009. Within this overall framework, UNESCO has been continuously developing and formulating a full set of policies for enhancing its working relationships with the private sector to create innovative partnerships which contribute to sustainable development, world peace and security.
2. The World Heritage Centre launched the Partnerships for Conservation (PACT) Initiative in 2002 to develop sustainable partnerships whose purpose, beyond financial issues, is the development of a dialogue, an exchange, and an interaction between all stakeholders interested in World Heritage conservation.
3. Since 2002, the interest in World Heritage both in concept and marketing potential has grown increasingly. Efforts to structure the way in which partnerships are being developed are guided by a PACT regulatory framework (<http://whc.unesco.org/en/pact/> adopted by the 29th session of the World Heritage Committee (Durban, 2005) and by UNESCO’s existing directives included in the Administrative Manual (Chapter 5.8, November 2009, updated in June 2010).

II. Summary of references to PACT in Committee sessions (2002 – 2010)

4. The 26th session of the World Heritage Committee (Budapest, 2002) discussed the “Proposal for the development of a World Heritage Partnerships Initiative” and welcomed, among other, the initiative as a means to achieve, on an experimental basis, a new systematic approach to partnerships (Decision **26 COM 17.3**). The 7th Extraordinary session of the Committee (UNESCO, 2004) requested, among other, the Director of the World Heritage Centre to present for adoption at the 29th session a regulatory framework for PACT (Decision **7 EXT.COM 12**). At the 29th session (Durban, 2005) the document WHC-05/29.COM/13 presented a progress report on PACT including a regulatory framework which the Committee adopted (Decision **29 COM 13**). Document WHC-07/31.COM/15 submitted to the Committee (Christchurch, 2007) presented an internal evaluation of PACT and was followed by Decision **31 COM 15** expressing the satisfaction of the Committee with the results obtained and encouraging the Centre to continue the activities in the framework of PACT. It also requested the Centre to submit to the 32th session of the Committee a document of reflection on the strategic orientations for partnerships. Document WHC-08/32.COM/INF.5D (Quebec City, 2008) presented a proposal for new strategic orientations for partnerships. There was no discussion at the Committee related to this document.
5. In 2009 and 2010, information on new and ongoing partnerships was presented in the table of the Secretariat’s report. The 33rd session of the Committee (Seville, 2009) did not take any decision regarding PACT. Finally, Decision **34 COM 5A** (Brasilia, 2010) invited the Director of the World Heritage Centre to inform the World Heritage Committee about envisaged and present partnerships, indicating the procedures and conditions of such agreements.
6. Table 1 in this document presents the list of present WHC partnerships (as of end February 2011), while Table 2 presents the partners envisaged, i.e. currently

undergoing the in-house UNESCO validation process, whether they are new agreements or amendments to existing agreements.

7. The General Assembly of the States Parties to the *World Heritage Convention*, requested during its 17th session (UNESCO, 2009), an independent evaluation of the PACT initiative. This evaluation was organized in three modules. The first one took place from 6 to 20 in December 2010, the second one from 24 January to 4 February and the third one from 28 February to 11 March. In accordance with the Terms of Reference set by the World Heritage Committee, the auditors of the French Cour des Comptes examined files and documents in relation to processes, resources, staff, and comprehensive background of a selection of partnerships (see document WHC-11/35.COM/9A).

III. 2010-2011 development

8. In 2010 the PACT Initiative focused its work on building a new strategy in order to improve internal processes, the efficiency, effectiveness and the sustainability of the World Heritage Centre's partnerships with private sector organizations in terms of resources and contribution to strategic and priority programmes.
9. This was made possible thanks to the hiring of a new Deputy Director at the World Heritage Centre in charge of management and partnerships. This new strategy has been elaborated in a document entitled "The World Heritage Centre's strategic alliances and partnerships" with a mission to establish an efficient system of international cooperation to foster long term protection of the World Heritage (see Annex I).
10. The new strategy is based on a proactive approach of partnerships and new monitoring tools and guidelines throughout the four phases of a partnership:
 - A. *Scoping and building.* This phase includes the identification of partners, research and assessment of the relevance of a partnership approach with a particular company. To achieve this, a new comprehensive powerpoint presentation for the potential partners explaining UNESCO and its Culture Sector, the World Heritage Centre mandate and the World Heritage Centre strategy was prepared. A model for impact analysis was prepared on the basis of the partnership with Jaeger LeCoultre / International Herald Tribune, as well as a market study for the cruises sector. A partner checklist to ensure that partners and their supply chain meet UNESCO's ethical requirements and working practices was established. The work in this phase also includes the provision of a number of records, project proposals, briefings, minutes and audience figures in the case of media impact.
 - B. *Managing and maintaining.* In addition to the establishment of the relevant partnership agreements in coordination with BSP/CFS, the work in this phase includes resource mapping, the elaboration of a communication plan, the mutual agreement of a governance structure and working practices, and, depending on the scale of the partnership, a LogFrame.
 - C. *Reviewing and revising.* Tools such as assessment questionnaires, specific evaluation terms of reference and case study templates are being established by the PACT team. At this stage of the partnership, appropriate revisions are discussed with the partner(s).

- D. *Closing.* PACT will strengthen this phase in order to ensure that partnership

outcomes and results are efficiently identified and communicated to make them sustainable whether the partners want to continue the cooperation or not, with different modalities or by including new partners. It also implies a discussion how the parties may communicate about the partnership beyond it. All this needs to be acknowledged in writing.

11. A complete new process workflow was developed in cooperation with BSP/CFS for the inception phase of partnerships including a centralized in house validation process to be handled by BSP/CFS.
12. A Results Based Management approach will be implemented as of 2011 towards all partnerships especially in the implementation, monitoring and control phases. The base-end processes are currently being developed by the PACT team.
13. The recommendations of the independent evaluation of the PACT initiative (see Document WHC-11/35.COM/9A) and the decisions taken thereon will further inform the development and finalization of the PACT strategy.

1. INVENTORY OF ON-GOING WORLD HERITAGE PARTNERSHIPS WITH THE PRIVATE SECTOR AS OF END FEBRUARY 2011

| PARTNERSHIP | OBJECTIVES | LOGO USE | RESOURCES | AGREEMENTS | PERIOD |
|---|--|---|--|---------------------------------------|-----------|
| 1. EVERGREEN DIGITAL CONTENTS, Japan & DENTSU, Japan | The tripartite agreement with Evergreen and Dentsu aims to promote WH Education in Japan through a classroom package and the creation of an i-mode project funded by NTT DoCoMo, Japan's leading Telecom company. | Permitted in materials associated to the education project. Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | WHFund 2008 - 2009 = 110,000 USD / year 2010-2011= 120,000 USD/ year Total = 460,000 USD | Project Agreement (signed by WHC) | 2006-2007 |
| | | | | Extension (signed by WHC) | 2009-2010 |
| | | | | Extension (signed by WHC) | 2010-2011 |
| 2. FOTONAUTS, France | Raise awareness on WH with an application for Iphone, Ipad and Ipad dedicated to high quality photos of WH sites, with brief descriptions of WH sites. Average of 550 users per day are visiting WHC website within the application | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | Expertise - no revenue | Partnership Agreement (signed by WHC) | 2010 |
| 3. GEDEON, France | To elaborate and produce a series of documentaries about World Heritage to raise awareness. As of 2010, 4 films of 52', 8 of 26' and 36 of 3' have been produced. Documentaries have been promoted through the Gedeon international network. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | Expertise and footages - no revenue | Partnership Agreement (signed by WHC) | 2008-2012 |
| 4. GOOGLE, USA | The license agreement allows Google to use UNESCO data so that some WH sites can be explored online by internet users around the world, via Google's Street View interface. WH sites will be shown on the Google Earth and Google Maps too. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | Expertise - no revenue | License Agreement (signed by DPI) | 2009-2011 |

| PARTNERSHIP | OBJECTIVES | LOGO USE | RESOURCES | AGREEMENTS | PERIOD |
|---|---|---|---|---|-----------|
| 5. GSP OUR PLACE, New Zealand | To develop a photographic project called "Our Place" through which WH sites from all regions are captured and included subsequently in a wide variety of publications and media productions. An amendment to the agreement allows OP to use the official brief descriptions of the WH sites on the OP website. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | WHFund 20,000 USD / year as of 2008. Pictures & Expertise. Total expected: 80,000 USD | Memorandum of Understanding (signed by WHC) | 2006-2012 |
| | | | | Partnership agreement (signed by WHC) | 2008-2012 |
| | | | | Amendment (signed by WHC) | 2010-2012 |
| 6. International Astronomical Union (IAU), France | The parties work together to develop the joint initiative "Astronomy and WH" focusing on 4 areas of cooperation: research, education, promotion and partnerships. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | Expertise- no revenue | MOU (signed by WHC) | 2008-2010 |
| | | | | MOU (signed by WHC) Extension | 2010-2012 |
| 7. l'Institut national de recherches archéologiques préventives (INRAP), France | Assist WHC in its mission to help States Parties benefit from Inrap's technical and scientific help in study, conservation or valorisation expertise. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | Expertise- no revenue | MOU (signed by WHC) | 2009-2012 |
| 8. International Herald Tribune, USA & Jaeger LeCoultre (Richemont), Switzerland | To raise awareness on WH through articles in IHT paid by JLC and to fund one staff in WHC to provide support to the World Heritage Marine programme, monitor and ensure adequate follow up of the state of conservation of marine sites already inscribed on the WH List. Annual audience exposure of WHC: 4,836,948 people became aware of WHC marine programme. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | FIT 400,000 EUR | Partnership Agreement (signed by ERC) | 2009-2011 |

| PARTNERSHIP | OBJECTIVES | LOGO USE | RESOURCES | AGREEMENTS | PERIOD |
|---|---|---|--|---------------------------------------|-----------|
| 9. Research Centre for Islamic History, Art and Culture (IRCICA) | Cooperation through appropriate bodies and departments of UNESCO and IRCICA in all areas and questions related to safeguarding of the cultural heritage in all its forms, cultural policies, international cooperation, scholarly research, printed and audiovisual material and training that are within the scope of the mandate and activities of the two organisations. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | Expertise - no revenue | MOU (signed by WHC) | 2005-Open |
| 10. KOBI GRAPHIS, Japan | Agreement for the production of Panasonic's corporate World Heritage calendar and a WH Youth calendar. In 2011 Kobi Graphis has elaborated a web site displaying the Youth Calendar to reach more audiences. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | WHFund Annual contribution of 50,000 USD plus royalties (10%). Total received: 800,000 USD. | Partnership Agreement (signed by WHC) | 1996-1999 |
| | | | | Amendment (signed by WHC) | 1999-2000 |
| | | | | Partnership Agreement (signed by WHC) | 2001-2003 |
| | | | | Amendment (signed by WHC) | 2003-2007 |
| | | | | Partnership Agreement (signed by WHC) | 2007-2009 |
| | | | | Amendment (signed by WHC) | 2009-2013 |
| 11. MISSA JOHNOUCHI (Torch Run Concert), Japan | The objective is to transmit the messages of UNESCO through the music and the actions of the UNESCO Artist for Peace, Missa JOHNOUCHI, in the form of a joint project with the World Heritage Centre. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | WHFund Occasional donations - 16,511 EUR | Partnership agreement (signed by DG) | 2009-2011 |
| | | | | | |
| 12. MONNAIE DE PARIS, France | The objective is to develop a coin project with a view to raising awareness about | Strictly regulated according to the terms of the signed agreement (in | WHFund Royalties (5% of | License agreement (signed by WHC) | 2007-2008 |

| PARTNERSHIP | OBJECTIVES | LOGO USE | RESOURCES | AGREEMENTS | PERIOD |
|--|---|---|---|---|-----------|
| | World Heritage. The first series launched in 2007 showcase the Great Wall of China. Three more agreements (2008, 2009 and 2010) showcase the Grand Canyon, USA, the Kremlin, Federation of Russia and the Taj Mahal, India. The "License Agreement" and the revenues are based on sales and generate royalties for the WHF. | particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) The UNESCO logo exceptionally figures alone due to lack of graphic space. | revenues) - Total received: 55,884 EUR | License agreement (signed by WHC) | 2008-2009 |
| | | | | License agreement (signed by WHC) | 2009-2010 |
| 13. NIPPON HOSO KYOKAI (NHK), Japan | To create a database of digital, hi-definition moving images of heritage, both tangible and intangible. To cooperate on the development the Heritage Images Archives Initiative (On-line database of Hi-vision format images of tangible and intangible heritage). To co-produce a series of 100 Digital High Definition television documentaries about tangible and intangible heritage. Donation of audiovisual resource material produced about Bam (Iran) by NHK to the Iranian Cultural Heritage and Tourism Organization in order to contribute to the comprehensive recovery process of Bam after the earthquake and for research purposes. Films are available online on the UNESCO/WHC websites. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | Expertise & footages - no revenue | Memorandum of Understanding (signed by DPI) | 2003-2009 |
| | | | | Partnership Agreement (signed by DPI) | 2004-2009 |
| | | | | Project Agreement (signed by DPI) | 2004-2009 |
| | | | | Project Agreement (signed by DPI) | 2005 |
| | | | | Partnership Agreement (signed by DPI) | 2009-2012 |
| | | | | Project Agreement (signed by DPI) | 2009-2012 |
| 14. NOKIA, Finland | Nokia will develop various supporting communication measures to foster awareness on WH. The main results expected are increased communication with site managers and more effective work processes in the WH network due to data generation. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | WHFund 60.000 EUR + 150.000 EUR (1 st year). Total: 210,000 EUR | Letter of Contribution (signed by WHC) | 2009 |
| | | | | Cooperation Agreement (signed by WHC) | 2009-2015 |

| PARTNERSHIP | OBJECTIVES | LOGO USE | RESOURCES | AGREEMENTS | PERIOD |
|---|---|---|--|---------------------------------------|---------------------|
| 15. Produits Artistiques Metaux Precieux (PAMP), Germany | Production by PAMP of medallions and medals in precious and non-precious metal. Main results expected : increased visibility and awareness on WH and UNESCO's conservation mission and new financial resources for WH activities. The first four medals displaying the Indian World Heritage Sites of the Taj Mahal, the Buddhist monuments at Sanchi, the Great Living Chola Temples and the Humayun Tomb were launched in 2009. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | WHFund Royalties (Gold 0,8%. Silver 6%) – Total received: 1,876.40 EUR | Partnership agreement (signed by BPI) | 2009-2014 |
| 16. SUDWESTRUNDFUNK (SWR), Germany | To produce a series of films on World Heritage in 35mm format entitled "Treasures of the World – Heritage of Mankind" and broadcast weekly on 3 Sat. The film series are distributed to all regions of the world on behalf of SWR by Telepool (Germany) and are shown on television and sold on DVD. 388 films have been produced to date. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | WHFund 1st contribution of 39,000 Deutschmarks and 3,000 DM per WH site filmed until 2007, then annual contribution of 50,000 USD. Total received: 416,000 USD | Agreement (signed by WHC) | 1995-2007 |
| | | | | Agreement (signed by WHC) | 2007-2010 |
| 17. TOKYO BROADCASTING SYSTEM (TBS), Japan | Production of a series of 30-minute films on World Heritage entitled "The World Heritage" broadcast weekly by TBS. The first Agreement was signed between the National Federation of UNESCO Associations in Japan and WHC. As of 2011, over 550 films have been produced. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | WHFund A yearly contribution of 60,000 USD was foreseen under first agreement. New Agreement since 2006: 40,000 USD per year. Total received: 800,000 USD | Agreement with NFUAJ (signed by WHC) | 1996-2005 |
| | | | | Agreement with TBS (signed by WHC) | 2006- annual review |

| PARTNERSHIP | OBJECTIVES | LOGO USE | RESOURCES | AGREEMENTS | PERIOD |
|--------------------------------|---|---|---|--|-----------|
| 18. TRIP ADVISOR, USA | UNESCO and TripAdvisor cooperate to raise awareness, and solicit feedback from the public on World Heritage sites. TripAdvisor contributes financial support for World Heritage through contributions related to the awareness campaign. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | WHFund Total received: 244,593 USD Total expected: 700,000 USD | Letter of contribution (signed by WHC) | 2009 |
| | | | | Cooperation Agreement (signed by WHC) | 2010-open |
| 19. WORLD SKY RACE, USA | Collaborate, through an international sporting event using lighter-than-air skyships, on a global awareness raising campaign about World Heritage in all its diversity and to generate new sources of financial support for World Heritage activities coordinated by the WHC with special focus on education and sustainable tourism. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC is subject to approval by WHC and in the case of lack of clarity, by ERI.) | WHFund 50,000 USD received. Total expected: 100,000 USD | Partnership Agreement (signed by WHC) | 2010-2012 |

2. INVENTORY OF ENVISAGED WORLD HERITAGE PARTNERSHIPS WITH THE PRIVATE SECTOR AS OF END FEBRUARY 2011

| PARTNERSHIP | OBJECTIVES | LOGO USE | RESOURCES | AGREEMENTS | PERIOD |
|---|--|---|--|---------------------------|-----------|
| A. FOTONAUTS, France | Raise awareness on WH with an application for Iphone, Ipad and Ipad dedicated to high quality photos of WH sites. It will feature WHC web pages on the WH magazine and donation page. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC will be subject to approval by WHC and in the case of lack of clarity, by ERI.) | No revenue- expertise only | 2nd Partnership Agreement | 2011 |
| B. HISTORY CHANNEL, USA | Raise awareness on WH through the production of documentaires & audiovisual stories elaborated and aired by History Channel. HC will provide WH content through 4 email newsletters/ year to 200,000 teachers; ensure on-line presence; prepare public service announcements posted on-line internationally and one video. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC will be subject to approval by WHC and in the case of lack of clarity, by ERI.) | FIT Revenue expected - In negotiation | FIT Agreement | 2011-2014 |
| C. International Herald Tribune, USA & Jaeger LeCoultre (Richemont), Switzerland | Raise awareness on WH through articles in IHT paid by JLC and fund one staff in WHC to provide support to the WH Marine programme; monitor and ensure adequate follow up of the state of conservation of marine sites inscribed on the WH List. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC will be subject to approval by WHC and in the case of lack of clarity, by ERI.) | 2nd FIT Revenue expected - In negotiation | FIT Agreement | 2011-2014 |
| D. MONNAIE DE PARIS, France | Elaboration of a coin on Versailles (WH site France) | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC will be subject to approval by WHC and in the case of lack of clarity, by ERI.) The UNESCO logo exceptionally figures alone due to lack of graphic space. | WHFund Royalties: 5% of sales. | License Agreement | 2011 |

| PARTNERSHIP | OBJECTIVES | LOGO USE | RESOURCES | AGREEMENTS | PERIOD |
|--|--|--|---|---|-----------|
| E. MISSA JOHNOUCHI (Torch Run Concert), Japan | The objective is to transmit the messages of UNESCO through the music and the actions of the UNESCO Artist for Peace, Missa Johnouchi, in the form of a joint Project with the World Heritage Centre. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC will be subject to approval by WHC and in the case of lack of clarity, by ERI.) | WHFund Revenue expected - In negotiation | Amendment to existing partnership agreement | 2011 |
| F. Sudwestrundfunk (SWR), Germany | Raise awareness on WH through the production and airing of documentaries. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC will be subject to approval by WHC and in the case of lack of clarity, by ERI.) | WHFund Revenue expected - In negotiation | 3rd Partnership agreement | 2011 |
| G. The Yachts of Seabourn | Raise awareness on culture and heritage and provide funding for conservation, restoration and protection. Increase support for World Heritage protection and promote sustainable tourism amongst the tourism industry and travelling public. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC will be subject to approval by WHC and in the case of lack of clarity, by ERI.) | FIT Revenue expected - In negotiation | FIT Agreement | 2011-2016 |
| H. Kobi Graphis on behalf of Panasonic | As part of Panasonic's global Social Responsibility programme, Panasonic will contribute to raising awareness to the importance of World Heritage conservation by organizing a TV and newspaper campaign. The company will also participate in the 40 th anniversary of the Convention in 2012 through events and activities in particular around youth education projects, as well as through donating equipment for WH sites. | Strictly regulated according to the terms of the signed agreement (in particular, every resource using the name, logo and emblem of UNESCO and WHC will be subject to approval by WHC and in the case of lack of clarity, by ERI.) | FIT Revenue expected - In negotiation | FIT Agreement | 2011-2013 |

Annex I

WHC STRATEGIC ALLIANCES (SA) AND PARTNERSHIPS

A. Motives for establishing SA

- **To specialize on competencies:** Each organization has a unique combination of competencies. Thus, it can maximize its performance by concentrating on those activities that best fit its competencies and relying on partners to supply other products, services, or support activities.
- **To secure vertical and horizontal links:** If an organization lacks the competence and/or resources to own and manage all of the activities of the value-added chain, a collaborative arrangement may yield greater vertical access and control. At the horizontal level, collaboration can help firms both pursue projects too large for any single firm, and also realize sales and earnings through diversification.
- **To gain knowledge:** Many organizations pursue collaborative arrangements in order to learn about their partner's technology, operating methods, and/or customers to thus broaden their own competencies and competitiveness over time.
- **To spread/reduce cost:** When the volume of business is small, or one partner has excess capacity, it may be cost effective to collaborate with another firm. Companies should periodically reappraise the question of internal versus external handling of their operations.

B. Some considerations in SA

Dissatisfaction with the results of collaboration can cause an arrangement to break down. Problems arise for a number of reasons.

- **Relative Importance:** One partner may give more attention to the collaboration than the other—often because of a difference in size. An active partner will blame the less active partner for its lack of attention, while the less active partner will blame the other for poor decisions.
- **Divergent Objectives:** Although organizations may enter into collaborative arrangements with complementary capabilities and objectives, their views regarding such things as reinvestment vs. profit repatriation and desirable performance standards may evolve quite differently over time.
- **Questions of Control:** When no single party has control of a collaborative arrangement, the venture may lack direction. If one party dominates, it must still consider the interests of the other. By sharing assets with another firm, a company may lose some control over the extent and/or quality of the assets' use. Further, even when control is ceded to one of the partners, both may be held responsible for problems.
- **Comparative Contributions and Appropriations:** One partner's ability to contribute technology, capital, and other assets may diminish (at least on a relative basis) over time. Further, in almost all collaborations the risk exists that one partner will misuse the

other's contributed assets, or take more than its fair share from the operation. Such dangers may hinder a venture and even lead to the dissolution of the agreement.

- **Culture Clashes:** Differences in both national and corporate cultures may cause frictions between the parties. National cultures may differ in terms of how they evaluate the success of an operation (e.g., profitability, strategic market position, and/or social objectives). In terms of corporate cultures, some firms may be entrepreneurial in nature, while others are more risk averse.

C. Managing SA

By transferring assets or intangible property rights to another organization, the transferor party undoubtedly loses some control over such intangible property to the transferee. A host of potential problems accompany this loss of control and should be settled in the original agreement. To minimize potential points of disagreement, contract provisions should address the following factors:

- Terminating the agreement if the parties do not adhere to the directives;
- Methods and timetables for monitoring and evaluation;
- Geographical limitations on the asset's use;
- Which company will manage which parts of the operation outlined in the agreement;
- What each company's future commitments will be; and
- How each company will buy from, sell to, or use intangible assets that come from the collaborative arrangement.

All parties should establish and stipulate mutual goals in a contract, so that all involved understand and agree upon expectations. When collaborating with another organization, managers must continue to monitor performance and assess to what extent the collaborative agreement is successfully meeting its mutually agreed-upon objectives. In addition to the continuing assessment of the SA's performance, an organization should also periodically assess the possible need for a change in the type of collaboration. Firms should increase competency in managing their portfolio of arrangements.

WHC PARTNERSHIPS

1. Timeline

2002 – Partnerships for Conservation Initiative (PACT) approved by the World Heritage Committee

2002 – World Heritage Congress in Venice: Shared Heritage, Common Responsibility

2003 – Creation of a World Heritage Centre PACT team

2004 – Adoption of performance indicators

2005 – World Heritage Centre PACT Regulatory Framework adopted by the World Heritage Committee

2. Mission

Establish an efficient international cooperation system for long-term world heritage conservation.

3. Objectives

- **Raise public awareness** of World Heritage; and
- **Provide sustainable resource mobilization** for long term world heritage conservation.

4. Advantages for both partners

| For WHC | For Partners |
|--|--|
| <ul style="list-style-type: none"> • Conservation activities: Project development and implementation • World Heritage Awareness: Sensitizing and educating the public • Mobilization of Resources: Sharing know-how and expertise • Financial Support: Contribution to the World Heritage Fund; financing projects and activities; fundraising | <ul style="list-style-type: none"> • Taking part in global action • Demonstrating social responsibility • Uniting with an agency of the UN system reinforces credibility vis-à-vis governments and public • Attracting international recognition • Fostering pride among employees and/or clients • Improving competitive positioning and potentially gaining entry to new markets |

5. 2011 WHC partnership strategy going forward

| Strategy (goal - what) | Tactics (how) |
|---|---|
| <ul style="list-style-type: none"> • Compatibility: To ensure potential partners have corporate social responsibility at heart and do not regard this SA as a commercial transaction • Risk protection: To protect against risks of association with undesirable partners • Visibility and cost efficiency: To take partner's size and reach into consideration when choosing a partner • Synergy: To ensure that joint projects are created in an area of WHC priority and/or fund insufficiency • Value creation: To consider joint commercial activities to benefit both parties • Proactive stance: To develop partner choice strategy and select partners instead of 'being selected' by them • Capacity-building: To promote WH Convention and reasons to preserve heritage for the future of tourism and community development | <ul style="list-style-type: none"> • Review partner's vision and mission, past history as reflected in annual reports and press • Include a corresponding clause in the contract allowing withdrawal from the agreement if partner's activities begin to conflict with UNESCO values • Since partner processing takes similar cost and efforts regardless of the size, focusing on large partnerships or partnerships with an important potential will improve cost efficiency • Seek partners interested in specific areas of WHC concern (e.g. JLC-marine protection) • Use partner's marketing arm to sell WHC commercial publications and memorabilia, and to disseminate free awareness-raising material (WH maps, etc.) • Identify suitable industries and types of partners and select them proactively • Train tourist guides on WH sites, UNESCO/WH system, conventions |