

Action Plan for Latin America and the Caribbean (2023–2029)

Strategic Objective – 1 Strengthen the representativity and credibility of the Latin America and the Caribbean diverse heritage in the World Heritage List							
Expected Results (ER)	Actions/Activities	Approach	Lead partner(s)/ Responsibility	2023–2025	2026–2027	2028–2029	Performance indicator(s)
<p><b>ER 1.1</b> Tentative Lists updated and enriched, aiming at improving the representability of diverse Latin America and the Caribbean heritage on the UNESCO World Heritage List</p>	<p>1. Conduct thematic studies and gap analyses to be considered in the development of the updated Tentative Lists and nominations in the region, contributing to increasing typological representation and balance, including:</p> <ul style="list-style-type: none"> <li>• Modern heritage and industrial heritage</li> <li>• Cultural landscapes and mixed sites</li> <li>• Natural heritage, including natural heritage related to marine areas</li> </ul>	<p>By working with ABs, training institutions and research centres</p>	<p>ABs  States Parties WHC C2C</p>	●	●	●	<p>By 2029, at least:</p> <p>i) Three thematic studies reflecting subregional specificities are prepared and disseminated tentatively on modern heritage, industrial heritage and marine areas</p> <p>Baseline: 0 (Thematic studies)</p> <p>ii) Two updated gap analyses are conducted in the region</p> <p>Baseline: 0 (Gap analysis)</p>

	2. Conduct gender-balanced training to review the Tentative Lists of the countries in the region, with the aim of increasing typological representation and balance	By working through coordination activities and shared training sessions	States Parties WHC  ABs C2C		● ●	By 2029, at least three subregional training meetings are implemented  Baseline: 0 (Training meetings focused on diverse Tentative Lists)
	3. Promote integration of regional characteristics into Tentative Lists, specially focused on the recognition, inclusion and prior and informed consent of Indigenous peoples' heritage	By working with ABs, training institutions and research centres	States Parties WHC  ABs	● ●		By 2029, at least one study regarding further recognition of Indigenous heritage and the visibility of indigenous approaches into existing WH properties  Baseline: 0 (Study on Indigenous heritage)
	4. Promote the Upstream Process for the revision of Tentative Lists and the completion of quality nominations, and assist States Parties to develop credible nomination dossiers in view of improving the representability of the World Heritage List	By working with WHC and ABs, in coordination with national Focal Points	States Parties WHC ABs	● ● ●		By 2029, at least 12 countries, based on subregional needs, have benefited from the Upstream Process  Baseline: 8 (Countries)
<b>ER 1.2 Reinforce Tentative Lists as instruments for cooperation</b>	5. Promote the identification of transboundary and transnational heritage, as well as the potential of Tentative Lists for dialogue among countries and improving cooperation opportunities	By working with States Parties, ABs, C2Cs, and strengthening existing cooperation formulas among national representatives	States Parties WHC Abs C2C Training institutions/centres/ universities		●	By 2029, at least one regional meeting and three subregional meetings aiming at the identification of potential transnational sites

							Baseline: 0 (Coordination meeting)
	6. Encourage integration of Conventions and programmes with regard to the identification of heritage and update of the Tentative Lists (Ramsar, MaB, 2003 Convention, 2001 Convention, etc.)	By working with WHC and ABs, in coordination with national Focal Points and other conventions' coordinators	States Parties WHC ABs		●		By 2027, at least one regional meeting and three subregional meetings aiming at the identification of better integration and cooperation with other programmes  Baseline: 0 (Coordination meeting)
<b>ER 1.3 National inventories updated to reflect the diversity of heritage, following gap analysis and regional cooperation</b>	7. Reinforce the existing national inventories based on gap analyses and thematic studies, as well as exchange meetings	Through regular communication with States Parties  Through national and regional field workshops	States Parties  WHC ABs Training institutions/ research centres		●		By 2029, at least 26 countries from all subregions have a cultural heritage inventory and 23 have a natural heritage inventory  Baseline: 22 countries with cultural inventories and 19 with natural
<b>Strategic objective – 2</b> <b>Reinforce effective management for the conservation and promotion of World Heritage in the region</b>							
<b>Expected Results (ER)</b>	<b>Actions/ Activities</b>	<b>Approach</b>	<b>Lead partner(s)/ Responsibility</b>	<b>2023–2025</b>	<b>2026–2027</b>	<b>2028–2029</b>	<b>Performance indicator(s)</b>

<b>ER 2.1 Conservation of World Heritage properties is improved through effective management, protection and adequate monitoring in line with the sustainable development</b>	<b>8.</b> Establish baselines based on OUV to enable assessment and regular monitoring of site management and key conservation factors	By making use of updated data from Periodic Reporting, monitoring indicators, cultural indicators and state of conservation	States Parties  WHC ABs	● ●	By 2029, at least: i) 60% of States Parties have developed a database with defined indicators, in their management plans and strategies  Baseline: TBC  ii) One guiding proposal developed for the monitoring of sites in the region  Baseline: 0
	<b>9.</b> Set up monitoring and self-evaluation systems on conservation, protection and management effectiveness i) Mid-cycle and end-of-cycle monitoring survey	By developing a monitoring and evaluation mechanism	States Parties  WHC ABs	● ● ●	By 2029, at least 60% use monitoring and evaluation tools, resulting from end-of-cycle monitoring survey  Baseline: 0
	<b>10.</b> Focus on buffer zone protection, including: i) Creation of tools to identify the key factors in those areas ii) Strengthen legal framework on the protection and use of the buffer zones	By promoting shared knowledge on current good experiences and creating guidelines for the region, adapted to heritage typology	States Parties  WHC ABs Site managers Stakeholders	● ● ●	By 2029: i) A guideline for the region, with specific focus on each subregion, is created on effective management of buffer zones,

	<p>iii) Develop stakeholder integration mechanisms for effective management</p>						<p>including legal framework and community gender-balanced participation.</p> <p>Baseline: 0</p> <p>ii) Good practices are identified and shared in a meeting.</p> <p>Baseline: 0</p> <p>iii) At least six properties develop a buffer zone-specific management document/tool.</p> <p>Baseline: 0</p>
	<p>11. Cooperation for more effective management of sites and of serial sites inscribed on the UNESCO World Heritage List</p>	<p>Promotion of national Focal Points regular communication and by developing useful management and monitoring mechanisms</p>	<p>States Parties</p> <p>WHC</p> <p>Site managers</p>	●	●		<p>By 2027:</p> <p>i) Two regional meetings aiming at sharing knowledge and innovative construction of solutions</p> <p>Baseline: 0</p> <p>ii) 80% of national Focal Points responsible for large serial properties consider that there is a more</p>

							effective management Baseline: 0
	12. State Parties allow managers permission to secure grants for a state-owned vehicle which is suitable for traversing the rugged terrain of the World Heritage site						
<b>ER 2.2 Strengthen legal framework and inclusion of World Heritage into larger policies</b>	13. Encourage integration of other conventions and recommendations to facilitate effective management and conservation of heritage properties, by developing:  i) Cooperation and exchanges with other international and UNESCO convention/programme coordinators for effective governance and protection  ii) Guidelines for properties in accordance with the principles of UNESCO's 2011 Recommendation on the Historic Urban Landscape (HUL), especially in urban sites and cultural landscapes	Regular communication with States Parties and international convention coordinators, by strengthening stakeholder communication and by the promotion of tailored solutions for national implementation	States Parties National Focal Points  ABs WHC C2C Involved ministries at national level Other international convention coordinators	●	●	●	By 2029, at least:  i) Five cooperation inter-convention plans are developed Baseline: 0  ii) 60 properties identify some or full implementation of HUL guidelines  Baseline: 47 (PR)
	14. Promote better incorporation of heritage into wider national policies, with a special focus on the integration of heritage into sustainable development, social inclusion and climate change and risk preparedness policies	Regular communication with States Parties and diverse ministries, through better knowledge and understanding	States Parties National Focal Points  ABs WHC Involved ministries at national level	●	●		By 2029, at least six guideline documents for the integration of heritage into wider climate change policies  Baseline: 3 <a href="https://whc.unesco.org/en/climatechange">https://whc.unesco.org/en/climatechange</a>

	<p>15. Integrate UNESCO World Heritage into national planning strategies and development of National Heritage Action Plans to enhance synergies among national development agencies, including through increased institutional coordination at the national level</p>	<p>Regular communication with States Parties to support the adoption of sustainable development perspectives</p>	<p>States Parties National Focal Points</p> <p>ABs WHC</p>	●	●	●	<p>By 2029, at least 10 States Parties have an established mechanism (preferably national legislation) to integrate World Heritage in the national planning</p> <p>Baseline: 0</p>
	<p>16. Management strategies that recognize the links between natural and cultural heritage and the well-being of communities</p> <p>Develop research and concrete projects that make visible the role of World Heritage in economies and the need to integrate economic aspects (not only financial) in the management of World Heritage.</p>	<p>Regular communication with States Parties on sustainable development perspectives, and promotion of cooperation and synergies</p>	<p>States Parties National Focal Points</p> <p>ABs WHC Other international convention coordinators</p>	●	●	●	<p>By 2029, at least five cooperation management plans are developed</p> <p>Baseline: 0</p>
<p><b>ER 2.3</b> <b>Promote resilience at UNESCO World Heritage sites</b></p>	<p>17. Develop and implement disaster/risk preparedness plans, as well as climate adaptation and mitigation plans in accordance with the World Heritage Strategy on Disaster Risks and policy on climate change to strengthen resilience to natural hazards and climate change</p>	<p>By working with States Parties and ABs to develop risk management tools</p>	<p>States Parties National Focal Points</p> <p>ABs WHC Training institutions Private sector</p>	●	●	●	<p>By 2029, at least:</p> <p>i) 60% of the properties have a risk management plan</p> <p>Baseline: 29% (3rd cycle PR)</p> <p>ii) Three subregional meetings held on disaster risk plans</p>

							Baseline: 0
	18. Generate common baseline indicators in climate change for the entire region, for monitoring purposes and considering the environmental diversity of LAC	By working with ABs and States Parties, to develop a baseline	States Parties National Focal Points  ABs WHC	●			By 2025, a set of climate change-related monitoring indicators has been created for the region  Baseline: 0
	19. Promote World Heritage as an effective instrument for climate change adaptation, alternative sustainable solutions on renovation and traditional knowledge integration	By working with States Parties and ABs to develop climate change monitoring systems, including community knowledge	States Parties National Focal Points  ABs WHC Training institutions Private sector		●	●	By 2029, at least five projects/programmes/methods and strategies promoting the role of World Heritage in adapting to climate change  Baseline: 0
<b>ER 2.4 Enhance adequate and sustainable funding to meet the needs of World Heritage at all levels</b>	20. Develop innovative and sustainable funding mechanisms dedicated to heritage conservation and management, with special focus on: i) International cooperation (multilateral and bilateral funding, programmes and diverse instruments) ii) Private sector	Through joint mobilization of funds with States Parties, international programmes and UNESCO	States Parties National Focal Points  WHC International programmes C2C	●	●	●	By 2029: i) One regional meeting aiming at promoting shared knowledge and experiences on sustainable funding ii) At least three States Parties develop best practices on innovative funding for conservation and management  Baseline: 0



**Strategic objective – 3**  
**Develop and implement capacity-building for innovative approaches to conservation, management and promotion of World Heritage**

Expected Results (ER)	Actions/Activities	Approach	Lead partner(s)/ Responsibility	2023–2025	2026–2027	2028–2029	Performance indicator(s)
<b>ER 3.1</b> <b>Capacities to enhance sustainable conservation and effective management are developed</b>	21. Reinforce the importance of having a national training and educational strategy to strengthen the capacity development regarding World Heritage	By working with States Parties and Advisory Bodies and the training institutions to develop needs assessment and training opportunities	States Parties WHC UNESCO Field Offices C2C ABs Training institutions	●	●		By 2027, 60% of States Parties have a national capacity-building strategy for World Heritage  Baseline: 43% (PR)
	22. Promote property-specific capacity-building plans, integrating local expertise through the effective gender-balanced participation of local community, both as trainers and trainees	By working with States Parties, local associations and stakeholders, to identify common ground and capacity-building needs and opportunities	States Parties WHC UNESCO Field Offices Civil society		●	●	By 2029, 80% of properties have a property-specific capacity-building plan or programmes that develop local expertise  Baseline: 60% (PR)

	<p>23. Develop online modules to build the capacities of site managers and stakeholders, notably on emerging issues such as:</p> <ul style="list-style-type: none"> <li>i) Adaptation to climate change</li> <li>ii) Risk preparedness</li> <li>iii) Funding opportunities</li> <li>iv) Governance</li> <li>v) Inclusive development</li> </ul>	By working with States Parties and Advisory Bodies and the training institutions to develop needs assessment and training modules	States Parties WHC UNESCO Field Offices C2C ABs Training institutions	●	●	●	By 2029, five capacity training modules/subjects developed	Baseline: 1 <a href="https://www.iccrom.org/courses/managing-world-heritage-people-nature-culture-pnc22">https://www.iccrom.org/courses/managing-world-heritage-people-nature-culture-pnc22</a>	
<b>ER 3.2 Promote exchange programmes for shared knowledge</b>	<p>24. Enhance sharing of experience, peer learning and transfer of knowledge, including traditional/Indigenous knowledge by strengthening a network of site managers</p>	By working on existing good experiences, developed at property and national level, sharing among site managers and local community and Indigenous peoples	States Parties  WHC Civil society Indigenous peoples Site managers UNESCO Chairs	●	●		By 2027: i) Two exchange meetings are organized, including site managers and Indigenous peoples	Baseline: 0  ii) Guidelines are made public on orientation for a better integration of traditional knowledge	Baseline: 0
	<p>25. Enhance international cooperation among States Parties, national Focal Points and site managers to promote twinning programmes between sites in the region</p>	By the identification of problems, challenges and shared solutions and the exchange of experiences and best practices	States Parties WHC ABs National Focal Points  Site managers		●	●	By 2029, at least 60% of the properties have developed a twinning programme.	Baseline: 31% (PR)	
	<p>26. Support regional and subregional networking and capacity-building, in diverse languages, as per national and local needs</p>	By working with States Parties and UNESCO Field Offices	UNESCO Field Offices  States Parties	●	●	●	By 2029, at least three regional exchange frameworks are started, based on language-needs		

			National Focal Points Site managers WHC UNESCO Chairs				Baseline: 0
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**Strategic objective – 4**  
**Enhance better use of heritage education, communication and awareness-raising formulas for the protection of World Heritage**

Expected Results (ER)	Actions/ Activities	Approach	Lead partner(s)/ Responsibility	2023–2025	2026–2027	2028–2029	Performance indicator(s)
<b>ER 4.1</b> <b>Heritage education, communication and awareness-raising to be enhanced</b>	27. Improve use of technologies, with special focus on: i) Developing new channels, such as digital platforms, for World Heritage communication ii) Engage youth in the production of digital communication tools	By working with technology experts and youth, to support States Parties in their communication tools	States Parties  WHC ABs Private sector	●	●	●	By 2029, at least:  i) Eight examples of using new technologies in awareness-raising are available  Baseline: tbc  ii) Two exchanges with youth leaders to promote tailored digital communication  Baseline: 0
	28. Develop collaboration between heritage institutions, universities, museums and national education programmes to integrate cultural and natural heritage into school and university curricula	By working with UNESCO's Education sector and ABs to support States Parties in their education programme	States Parties  WHC ABs Private sector	●	●		By 2027, at least:  i) Five States Parties integrate World Heritage into education curricula  Baseline: tbc

							ii) Two exchange and immersion programmes for university students are supported  Baseline: tbc
	29. Communication materials on the World Heritage Convention are translated into local languages and disseminated	In collaboration with Field Offices and States Parties	State Party  UNESCO Field Offices ABs	●	●		By 2027, at <b>least</b> five sets of materials on the World Heritage Convention are developed and translated into local languages (including Indigenous ones) in LAC  Baseline: tbc
<b>ER 4.2 Improve World Heritage properties presentation</b>	30. Improve interpretation of sites, mainly for site signage and specially focused on newly declared World Heritage properties. Promote the dissemination of World Heritage and its management needs in all international spaces of UNESCO and international organizations. Promote international banking to support projects for the dissemination of World Heritage in which different generations and different countries from various regions participate	By identifying needs and promoting cooperation opportunities at international and national level	International Assistance  WHC States Parties National Focal Points Site managers	●	●	●	By 2029, 30% of properties have improved their site signage  Baseline: tbc

	31. Enhance the attention and subsequent implementation of recommendations from visitors into the interpretation plan of the World Heritage properties	By promoting sharing experiences on good practices to get the visitors' point of view and address recommendations into management decisions and presentation of the site	States Parties Site managers  ABs WHC	●	●	●	By 2029, at least ten recommendations identified through surveys among visitors, and shared at regional level  Baseline: tbc
<b>ER 4.3 Develop useful research for the conservation of properties</b>	32. Promote scientific research that responds to the needs identified by site managers in the daily management of the properties, promoting research-based solutions to be implemented in the properties	By collaborating between universities, research centres, national Focal Points and site managers, in the common identification of needs	States Parties  Universities UNESCO Chairs National Focal Points Site Managers WHC	●	●		By 2027, at least 15 research programmes adapted to WH properties' conservation needs.  Baseline: 7 (see list of UNESCO Chairs in LAC)
<b>Strategic objective – 5</b> <b>Reinforce community participation and stakeholder engagement for effective management of World Heritage properties</b>							
<b>Expected Results (ER)</b>	<b>Actions/Activities</b>	<b>Approach</b>	<b>Lead partner(s)/ Responsibility</b>	<b>2023–2025</b>	<b>2026–2027</b>	<b>2028–2029</b>	<b>Performance indicator(s)</b>
<b>ER 5.1 Improve the role and involvement of local communities and Indigenous peoples, and stakeholders in</b>	33. Strengthen the conservation and management capacities of community-based organizations while mapping and supporting the engagement and involvement of local communities, Indigenous peoples and all relevant stakeholders	Through coordinated activities in collaboration with UNESCO Field Offices and States Parties, community-based associations, and relevant stakeholders	States Parties  UNESCO Field Offices WHC ABs	●	●	●	By 2029, at least 50% of properties have a strategy involving community-based organization and Indigenous peoples  Baseline: 10%

<b>conservation and management of UNESCO World Heritage properties</b>		Through the identification and dissemination of community participation programmes in cultural and natural heritage processes				
	34. Develop case studies and support pilot projects to showcase and reinforce the integration and contributions of knowledge and practices, including traditional management systems	By working with social leaders, Indigenous peoples, civil society, UNESCO Field Offices and ABs, to identify participation formulas	States Parties, National Focal Points UNESCO Field Offices WHC ABs	●	●	By 2027, at least 30% of World Heritage properties develop one pilot project/good practice  Baseline: 5%
	35. Strengthen managers to be in a position to integrate the active gender-balanced participation of communities, together with creating the forums for effective shared decision-making	By working with social leaders, civil society, UNESCO Field Offices and ABs, to identify participation formulas	States Parties  UNESCO Field Offices WHC ABs National Focal Points Site managers	●	●	By 2027, at least 50% of World Heritage properties consider that community participation is improved  Baseline: 10%
	36. Leverage opportunities presented by national and international cultural and natural heritage commemorations to support the gender-balanced participation of communities, including youth, in World Heritage activities	Through collaboration between UNESCO Field Offices and States Parties	WHC States Parties	●	●	●
<b>ER 5.2 Strengthen sustainable tourism in accordance with communities' human rights</b>	37. Reinforce locally driven sustainable tourism opportunities around the World Heritage properties, with specific studies related to impact on OUV and sustainability, with gender-balanced and human rights- based participation of	By cooperation with States Parties, local associations and tourism industry, to identify problems and implement solutions	States Parties National Focal Points Site Managers Private sector UNESCO Field Offices	●		By 2027, a regional meeting is held to identify needs and promote guidelines on sustainable tourism and communities' human rights  Baseline: 0

	communities, Indigenous peoples and youth		WHC			
<b>ER 5.3 Integrate stakeholders for an effective governance and management of sites</b>	<b>38.</b> Strengthen communities and stakeholders gender-balanced participation to enable sustainable livelihoods in and around World Heritage properties, with a special focus on buffer zones	By coordinating activities with the private sector, local communities, community-based organizations and heritage experts, site managers, UNESCO Field Offices	States Parties National Focal Points Site Managers Private sector UNESCO Field Offices WHC	●	●	By 2027, at least five properties have specific plans for buffer zones and community participation  Baseline: 0
	<b>39.</b> Associate key stakeholders at all levels (governmental and from communities) in risk preparedness of World Heritage properties, by integrating all existing resources, such as emergency professionals and traditional knowledge	By mapping resources and possibilities, both from local community and from diverse protection services at institutions	States Parties ABs (ICCROM) National Focal Points Site Managers Private sector UNESCO Field Offices WHC	●	●	By 2027, at least one specific guidelines document is public, including possibilities for integrating stakeholders into risk preparedness  Baseline: 0