

## **PART II. FRAMEWORK ACTION PLAN AND PROCESS**

### **6. FRAMEWORK ACTION PLAN FOR LATIN AMERICA AND THE CARIBBEAN REGION**

#### **6.1 Approach and elaboration**

The draft framework Action Plan for Latin America and the Caribbean has been developed on the basis of the outcomes of the contributions gathered from a series of consultations made with different stakeholders, including the World Heritage site managers, national Focal Points, the Advisory Bodies and heritage experts from the Latin America and the Caribbean region.

Those contributions were formulated during the consultation meetings held on 10 and 15–16 February 2023, where the draft results of the Third Cycle of Periodic Reporting were presented and specific groups created to promote a fruitful dialogue among participants. Those contributions, together with the conclusions and results from the questionnaires submitted by the region through the online Periodic Reporting exercise, form the baseline for the construction of the draft Action Plan. The draft Action Plan is intended to be comprehensive and inclusive, so as to clearly reflect subregional needs, priorities and objectives, and to foresee gender-balanced participation, based on the informed and prior consent of communities and Indigenous peoples.

#### **6.2 Vision**

Participants in Latin America and the Caribbean considered the importance of regional cooperation and mutual support, capacity-building and monitoring as key basic methodologies for the reinforcement of the current conservation status of World Heritage properties in the region, and the further promotion of a more significant and diverse representation on the World Heritage List.

This vision will be supported by 38 actions listed along with the five Strategic Objectives based on the five 'Cs'. While such actions are meant to cover the totality of the needs expressed at regional level, their prioritization is not determined in the draft Action Plan, so that the hierarchy of its objectives and actions can be established at the implementation level in light of the environmental, cultural, social and economic subregional context in Central America and Mexico, South America and the Caribbean, respectively.

The five Strategic Objectives set out in the proposed draft Action Plan are as follows:

1. Strengthen the representability and credibility of the Latin America and the Caribbean diverse heritage in the World Heritage List
2. Reinforce effective management for the conservation and promotion of World Heritage in the region
3. Develop and implement capacity-building for innovative approaches to conservation, management and promotion of World Heritage
4. Enhance the use of heritage education, communication and awareness-raising formulas for the protection of World Heritage
5. Reinforce community, gender-balanced participation and stakeholder engagement for effective management of World Heritage properties.

The priorities and key actions identified in the Third Cycle Periodic Reporting Action Plan align with the Declaration unanimously adopted at the UNESCO World Conference on Cultural Policies and Sustainable Development – MONDIACULT 2022 (Mexico City, 2022) and the reflections undertaken at the international conference ‘The Next 50 - The Future of World Heritage in Challenging Times, Enhancing Resilience and Sustainability’ (Delphi, November 2022) and the monitoring process will also cover the overlapping goals shared by these key strategic documents.

### **6.3 Implementation strategy and appropriation of the Action Plan by States Parties**

This Third Periodic Reporting Framework Action Plan (2023–2029) for the Latin America and the Caribbean region is foreseen to reinforce existing good practices in the region, while identifying gaps, both regional and subregional, where reinforcement and further work is required. The proposed Action Plan clearly addresses the five key strategic objectives of the World Heritage Convention, tailored to the specific needs of the region and the subregions, while also considering a more holistic approach, related to wider policies on sustainable development. Therefore, the core lines of the Agenda 2030 and its Sustainable Development Goals, and the Policy for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention are also considered, as well as the strategic lines of the Small Island Developing States Accelerated Modalities of Action – SAMOA Pathway, the UNESCO policy on engagement with Indigenous peoples, and the United Nations Declaration on the Rights of Indigenous Peoples. This assumes that the conservation of World Heritage properties has the potential to reinforce local sustainable development processes and provide better opportunities for the communities around the sites.

This overall Action Plan would need to translate to the implementation of National Action Plans in each of the 33 countries participating in the Periodic Reporting exercise. The State Party-driven process would then be accomplished for the identification and defining phase. Multilateral and subregional implementation frameworks can also be established by the States Parties, with the support of UNESCO as appropriate, following specific needs and capacities, to enhance the efficiency and effectiveness of the Action Plan.

The full implementation of the identified objectives can only be realized through the cooperation of different stakeholders and countries, working at regional and subregional level. A key role can be played by States Parties, national Focal Points, site managers, Category 2 Centres, the Advisory Bodies to the World Heritage Committee, universities, UNESCO Chairs in particular, the World Heritage Centre, UNESCO Field Offices, and non-governmental and civil society organizations. A special focus should be given when updating and creating site-level Integrated Management and Conservation Plans, to be able to integrate these priorities into current management instruments. This Action Plan is therefore conceived to be appropriated and customized by the real actors and stakeholders in the field, to become a living, useful tool in the daily management of the World Heritage properties.

During the first step in its implementation, the framework Action Plan will be made available to download on the World Heritage Centre’s website (<https://whc.unesco.org/en/lac/>). The Latin America and the Caribbean region Action Plan will be widely disseminated after its presentation and approval by the World Heritage Committee in 2023. This will involve the following actions:

- The Secretariat and States Parties will collaborate, based on resource availability, to ensure the translation of the Action Plan into the languages of the region and the dissemination of the Final Regional Report, the adopted Action Plan, as well as the related World Heritage Committee's Decision, to stakeholders at the national level.
- The World Heritage Centre will publish the results of the Third Periodic Report in the Latin America and the Caribbean region in the World Heritage Paper Series, provided necessary financial situation permits. States Parties are welcome to contribute financially for this purpose.
- The World Heritage Centre will organize later in 2023 an online meeting with national Focal Points for the Latin America and the Caribbean region to discuss the implementation of the regional Action Plan.
- The Secretariat and States Parties will monitor the implementation of the regional Action Plan and present a mid-cycle assessment report to the World Heritage Committee.

#### **6.4 Monitoring process**

In order to monitor the progress accomplished by the implementation of this Action Plan across the region, the World Heritage Centre proposes to carry out a mid-cycle review in the form of a very short and easy survey. In response to the proposal of appropriation of the instrument, national Focal Points would identify the prioritization of the actions, reconfirming the use and inclusion of those actions into their National Action Plans. Therefore, the evaluation and mid-cycle review would be done based on each country's priorities and plans, reinforcing the State Party-driven process.

During the years of the implementation of the Action Plan, continuous coordination among national Focal Points and site managers would be useful, both at national and at subregional and regional levels. Cooperation and exchange opportunities will reinforce the shared values and synergies and provide a better platform for collaboration and support.

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

| Strategic Objective – 1<br>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><br/><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</b></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</p> <p>States Parties<br/>WHC<br/>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<br/>(Thematic studies)</p> <p>ii) Two updated gap analyses are conducted in the region</p> <p>Baseline: 0<br/>(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<br>WHC<br><br>ABs<br>C2C  |  | ● ●   | By 2029, at least three subregional training meetings are implemented<br><br>Baseline: 0<br>(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<br>WHC<br><br>ABs   |  | ● ●   | By 2029, at least one study regarding further recognition of Indigenous heritage and the visibility of indigenous approaches into existing WH properties<br><br>Baseline: 0<br>(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<br>WHC<br>ABs   |  | ● ● ● | By 2029, at least 12 countries, based on subregional needs, have benefited from the Upstream Process<br><br>Baseline: 8<br>(Countries)  |
| <b>ER 1.2<br/>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<br>WHC<br>Abs<br>C2C<br>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<br>(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<br>WHC<br>ABs   |                  |                  | ●                | By 2027, at least one regional meeting and three subregional meetings aiming at the identification of better integration and cooperation with other programmes<br><br>Baseline: 0<br>(Coordination meeting) |
| <b>ER 1.3<br/>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<br><br>Through national and regional field workshops      | States Parties<br><br>WHC<br>ABs<br>Training institutions/<br>research centres |                  |                  | ●                | By 2029, at least 26 countries from all subregions have a cultural heritage inventory and 23 have a natural heritage inventory<br><br>Baseline: 22 countries with cultural inventories and 19 with natural  |
| <b>Strategic objective – 2</b><br><b>Reinforce effective management for the conservation and promotion of World Heritage in the region</b> |  |   |  |                  |                  |                  |   |
| <b>Expected Results (ER)</b>   | <b>Actions/<br/>Activities</b>   | <b>Approach</b>   | <b>Lead partner(s)/<br/>Responsibility</b>                                     | <b>2023–2025</b> | <b>2026–2027</b> | <b>2028–2029</b> | <b>Performance indicator(s)</b>   |

|   |   |  |   |       |  |
|---|---|--|---|-------|--|
| <b>ER 2.1<br/>Conservation of<br/>World Heritage<br/>properties is<br/>improved through<br/>effective<br/>management,<br/>protection and<br/>adequate<br/>monitoring in line<br/>with the<br/>sustainable<br/>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<br><br>WHC<br>ABs                                  | ● ●   | By 2029, at least:<br>i) 60% of States Parties have developed a database with defined indicators, in their management plans and strategies<br><br>Baseline: TBC<br><br>ii) One guiding proposal developed for the monitoring of sites in the region<br><br>Baseline: 0 |
|   | <b>9.</b> Set up monitoring and self-evaluation systems on conservation, protection and management effectiveness<br>i) Mid-cycle and end-of-cycle monitoring survey                                       | By developing a monitoring and evaluation mechanism  | States Parties<br><br>WHC<br>ABs                                  | ● ● ● | By 2029, at least 60% use monitoring and evaluation tools, resulting from end-of-cycle monitoring survey<br><br>Baseline: 0  |
|   | <b>10.</b> Focus on buffer zone protection, including:<br>i) Creation of tools to identify the key factors in those areas<br>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<br><br>WHC<br>ABs<br>Site managers<br>Stakeholders | ● ● ● | By 2029:<br>i) A guideline for the region, with specific focus on each subregion, is created on effective management of buffer zones,  |

|  |  |  |  |   |   |  |   |
|--|--|--|--|---|---|--|---|
|  | iii) Develop stakeholder integration mechanisms for effective management   |  |  |   |   |  | <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> |
|  | 11. Cooperation for more effective management of sites and of serial sites inscribed on the UNESCO World Heritage List | Promotion of national Focal Points regular communication and by developing useful management and monitoring mechanisms | States Parties<br>WHC<br>Site managers | ● | ● |  | <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<br>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<br/>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:<br><br>i) Cooperation and exchanges with other international and UNESCO convention/programme coordinators for effective governance and protection<br><br>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<br>National Focal Points<br><br>ABs<br>WHC<br>C2C<br>Involved ministries at national level<br>Other international convention coordinators | ● | ● | ● | By 2029, at least:<br><br>i) Five cooperation inter-convention plans are developed<br>Baseline: 0<br><br>ii) 60 properties identify some or full implementation of HUL guidelines<br><br>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<br>National Focal Points<br><br>ABs<br>WHC<br>Involved ministries at national level   |   | ● | ● | By 2029, at least six guideline documents for the integration of heritage into wider climate change policies<br><br>Baseline: 3<br><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<br/>National Focal Points</p> <p>ABs<br/>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<br/>National Focal Points</p> <p>ABs<br/>WHC<br/>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><br/><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<br/>National Focal Points</p> <p>ABs<br/>WHC<br/>Training institutions<br/>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<br>National Focal Points<br><br>ABs<br>WHC  | ● |   |   | By 2025, a set of climate change-related monitoring indicators has been created for the region<br><br>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<br>National Focal Points<br><br>ABs<br>WHC<br>Training institutions<br>Private sector |   | ● | ● | By 2029, at least five projects/programmes/methods and strategies promoting the role of World Heritage in adapting to climate change<br><br>Baseline: 0  |
| <b>ER 2.4<br/>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:<br>i) International cooperation (multilateral and bilateral funding, programmes and diverse instruments)<br>ii) Private sector | Through joint mobilization of funds with States Parties, international programmes and UNESCO                       | States Parties<br>National Focal Points<br><br>WHC<br>International programmes<br>C2C                | ● | ● | ● | By 2029:<br>i) One regional meeting aiming at promoting shared knowledge and experiences on sustainable funding<br>ii) At least three States Parties develop best practices on innovative funding for conservation and management<br><br>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><br><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<br>WHC<br>UNESCO Field Offices<br>C2C<br>ABs<br>Training institutions | ●         | ●         |           | By 2027, 60% of States Parties have a national capacity-building strategy for World Heritage<br><br>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<br>WHC<br>UNESCO Field Offices<br>Civil society                       |           | ●         | ●         | By 2029, 80% of properties have a property-specific capacity-building plan or programmes that develop local expertise<br><br>Baseline: 60% (PR) |

|  |  |   |  |   |   |   |  |   |
|--|--|---|--|---|---|---|--|---|
|  | <p><b>23.</b> 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<br>WHC<br>UNESCO Field Offices<br>C2C<br>ABs<br>Training institutions               | ● | ● | ● | <p>By 2029, five capacity training modules/subjects developed</p> <p>Baseline: 1<br/>(<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>)</p>   |   |
| <p><b>ER 3.2</b><br/><b>Promote exchange programmes for shared knowledge</b></p> | <p><b>24.</b> 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<br><br>WHC<br>Civil society<br>Indigenous peoples<br>Site managers<br>UNESCO Chairs | ● | ● |   | <p>By 2027:</p> <ul style="list-style-type: none"> <li>i) Two exchange meetings are organized, including site managers and Indigenous peoples</li> </ul> <p>Baseline: 0</p> <ul style="list-style-type: none"> <li>ii) Guidelines are made public on orientation for a better integration of traditional knowledge</li> </ul> <p>Baseline: 0</p> |   |
|  | <p><b>25.</b> 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<br>WHC<br>ABs<br>National Focal Points<br><br>Site managers                         |   |   | ● | ●  | <p>By 2029, at least 60% of the properties have developed a twinning programme.</p> <p>Baseline: 31% (PR)</p> |
|  | <p><b>26.</b> 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<br><br>States Parties   |   | ● | ● | ●  | <p>By 2029, at least three regional exchange frameworks are started, based on language-needs</p>              |

|  |   |  | National Focal Points<br>Site managers<br>WHC<br>UNESCO Chairs |           |           |           | Baseline: 0  |
|--|---|--|--|-----------|-----------|-----------|--|
| <b>Strategic objective – 4</b><br><b>Enhance better use of heritage education, communication and awareness-raising formulas for the protection of World Heritage</b> |   |  |  |           |           |           |  |
| Expected Results (ER)  | Actions/<br>Activities  | Approach   | Lead partner(s)/<br>Responsibility                             | 2023–2025 | 2026–2027 | 2028–2029 | Performance indicator(s)   |
| <b>ER 4.1</b><br><b>Heritage education, communication and awareness-raising to be enhanced</b>   | 27. Improve use of technologies, with special focus on:<br>i) Developing new channels, such as digital platforms, for World Heritage communication<br>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<br><br>WHC<br>ABs<br>Private sector             | ●         | ●         | ●         | By 2029, at least:<br><br>i) Eight examples of using new technologies in awareness-raising are available<br><br>Baseline: tbc<br><br>ii) Two exchanges with youth leaders to promote tailored digital communication<br><br>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<br><br>WHC<br>ABs<br>Private sector             | ●         | ●         |           | By 2027, at least:<br><br>i) Five States Parties integrate World Heritage into education curricula<br><br>Baseline: tbc  |

|  |   |  |   |   |   |   |  |
|--|---|--|---|---|---|---|--|
|  |   |  |   |   |   |   | ii) Two exchange and immersion programmes for university students are supported<br><br>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<br><br>UNESCO Field Offices<br>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<br><br>Baseline: tbc |
| <b>ER 4.2<br/>Improve World Heritage properties presentation</b> | 30. Improve interpretation of sites, mainly for site signage and specially focused on newly declared World Heritage properties.<br>Promote the dissemination of World Heritage and its management needs in all international spaces of UNESCO and international organizations.<br>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<br><br>WHC<br>States Parties<br>National Focal Points<br>Site managers | ● | ● | ● | By 2029, 30% of properties have improved their site signage<br><br>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<br>Site managers<br><br>ABs<br>WHC  | ● | ● | ● | By 2029, at least ten recommendations identified through surveys among visitors, and shared at regional level<br><br>Baseline: tbc           |
| <b>ER 4.3<br/>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<br><br>Universities<br>UNESCO Chairs<br>National Focal Points<br>Site Managers<br>WHC | ● | ● |   | By 2027, at least 15 research programmes adapted to WH properties' conservation needs.<br><br>Baseline: 7 (see list of UNESCO Chairs in LAC) |

**Strategic objective – 5**  
**Reinforce community participation and stakeholder engagement for effective management of World Heritage properties**

| <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<br/>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<br><br>UNESCO Field Offices<br>WHC<br>ABs | ●                | ●                | ●                | By 2029, at least 50% of properties have a strategy involving community-based organization and Indigenous peoples<br><br>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,<br>National Focal Points<br>UNESCO Field Offices<br>WHC<br>ABs                     | ● | ● | By 2027, at least 30% of World Heritage properties develop one pilot project/good practice<br><br>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<br><br>UNESCO Field Offices<br>WHC<br>ABs<br>National Focal Points<br>Site managers | ● | ● | By 2027, at least 50% of World Heritage properties consider that community participation is improved<br><br>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<br>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<br>National Focal Points<br>Site Managers<br>Private sector<br>UNESCO Field Offices |   | ● | By 2027, a regional meeting is held to identify needs and promote guidelines on sustainable tourism and communities' human rights<br><br>Baseline: 0 |

|  |   |  |   |   |   |  |  |
|--|---|--|---|---|---|--|--|
|  | communities, Indigenous peoples and youth   |  | WHC   |   |   |  |  |
| <b>ER 5.3<br/>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<br>National Focal Points<br>Site Managers<br>Private sector<br>UNESCO Field Offices<br>WHC                     | ● | ● |  | By 2027, at least five properties have specific plans for buffer zones and community participation<br><br>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<br><br>ABs (ICCROM)<br>National Focal Points<br>Site Managers<br>Private sector<br>UNESCO Field Offices<br>WHC | ● | ● |  | By 2027, at least one specific guidelines document is public, including possibilities for integrating stakeholders into risk preparedness<br><br>Baseline: 0 |