

## Project Concept

# The Global Partnership for Sustainable Tourism

*“Transforming Tourism Worldwide”<sup>1</sup>*

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<sup>1</sup> Proposed by the United Nations Environment Programme, Division of Technology, Industry, and Economics (UNEP-DTIE) and the Ministère de l'Écologie, de l'Énergie, du Développement durable et de la Mer (MEEDDM) de la France

## **SECTION 1: PROJECT IDENTIFICATION AND EXECUTIVE SUMMARY**

- 1.1 Project Title:** “The Global Partnership for Sustainable Tourism”, a UN Type II Partnership under the United Nations Commission on Sustainable Development (CSD)
- 1.2 Geographical coverage:** **Global**
- 1.3 Expected starting date:** **May 2010**
- 1.4 Expected project duration:** **5 years**
- 1.5 Current implementing partners that expressed the interest in being members of the Partnership**  
**UN Agencies:** UNCTAD, UNEP (including the Secretariat of the CBD), UNESCO (particularly the UNESCO World Heritage Center<sup>2</sup>), UN Foundation, UNIDO, and UNWTO  
**Governments:** Bahamas, Brazil, Cambodia, China, Costa Rica, Croatia, France, Madagascar, Mali, Morocco, Norway, Mozambique, Republic of Korea, United Kingdom  
**Other IGOs:** Central American Integration System (SICA), Economic Commission for Latin America and the Caribbean (ECLAC), European Commission, GRID-Arendal, OECD, International Union for Conservation of Nature (IUCN)  
**Major Groups:** Bureau International du Tourisme Social (BITS), Ecotrans, Fédération Universelle des Agences de Voyage, Plan Bleu, Rainforest Alliance, Roteiros de Charme Hotel Association, SERC Bulgaria, The International Ecotourism Society (TIES), Tour Operators Initiative (TOI), Tourism Concern, World Wildlife Fund (WWF)  
**Other agencies:** ADEME, AFD, GTZ  
 Other partners are welcomed to join
- 1.6 Expected annual resource requirement for the Partnership management, on the basis of implementation of at least three projects**

### **Proposed annual expenditures in US dollars, 2011**

<b>CORE FUNCTIONS</b>	<b>USD /YR</b>
Operational and reporting costs	230,000
Project coordination	130,000
Annual general meeting	70,000
<b>TOTAL</b>	<b>430,000</b>

<sup>2</sup> Secretariat of the Convention concerning the Protection of the World Cultural and Natural Heritage

## 1.7 Executive summary

The objective of the “Global Partnership for Sustainable Tourism” is to mainstream sustainability into all aspects of tourism policies, development, and operation. The Partnership has the potential to transform the way tourism is done worldwide, at all scales, by consumers, by enterprises, and by the governments that plan and regulate destinations. It will have the potential to quickly implement in one part of the world an idea that was conceived in another. It will be registered as a Type II United Nations Partnership<sup>3</sup> on Sustainable Development, consisting of UN agencies, programs, national governments, other intergovernmental organizations, social, environmental, and business organizations, and other agencies. The Partnership will be created through the conversion of the International Task Force on Sustainable Tourism Development (ITF-STD) into a more permanent entity, and it will build on strong accomplishments to date. The partnership will lead to new methods, policies, networks, and capacity-building activities. It will foster the widespread implementation and monitoring of innovative management practises and technologies and spread throughout the world the many successful, but little-known projects that already undertake sustainable consumption and production in tourism. The broad geographic scope of the Partnership, as well as the depth of its members’ expertise, will enable it to adapt, replicate, and scale-up successful projects initiated by any partner in other regions. Thus, knowledge acquired in Africa could be applied in Latin America, Asia, Europe, or North America, or vice versa. Few, if any, other entities in tourism will so quickly be able to transfer experience and put it into action.

The origins of the initiative lie in the 2002 World Summit on Sustainable Development, which declared that “fundamental changes in the way societies produce and consume are indispensable for achieving global sustainable development”, as well as recognizing in its implementation plan the role that tourism can play as a tool for sustainable development. This global effort to encourage sustainable consumption and production (SCP), known as the Marrakech Process<sup>4</sup>, has fostered voluntary task forces on specific topics, including tourism. The International Task Force on Sustainable Tourism Development, chaired by France, helped support nearly 40 projects between 2006 and 2009 and has a membership of 18 countries and 25 organizations. However it is an impermanent structure and it has recommended establishing a broader institutional and financial base, to continue and expand its work and build on the momentum that has been achieved, in the form of the new Partnership.

It is intended that the Partnership become a key element of the 10-Year Framework of Programmes on Sustainable Consumption and Production that will be developed and formally launched in the course of the 18th and 19th sessions of the UN Commission on Sustainable Development. The policy recommendations of the ITF-STD will provide the basis for the Framework of Programmes and the work of the Partnership.

The overall strategy of the partnership is to build synergies among various initiatives on sustainable tourism that were initiated or supported by the Task Force, develop new initiatives, and ensure overall efficiency by:

- facilitating the development and implementation of a coherent programme of work for the partnership addressing the needs of the individual members;
- preventing unnecessary duplication of work;
- promoting and facilitating links to replicate successful activities; and
- improving the visibility and augmenting the impacts of each initiative.

The Partnership will be implemented through a portfolio of activities that target the tourist industry, the public sector, and consumers, closely following the policy recommendations of the ITF-STD. The four main activities will be (a) implementing the policy recommendations; (b) adaptation and replication in other regions of successful Task Force projects, publications, training materials, and tools; (c) developing new projects and tools that foster the implementation and monitoring of innovative management practises and technologies; and (d) building networks and partnerships.

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<sup>3</sup> Type II United Nations partnerships are registered with the UN Division for Sustainable Development (DSD) as “CSD (Commission on Sustainable Development) Partnerships for Sustainable Development”.

<sup>4</sup> named after its first meeting, which took place in Marrakech, Morocco in 2003

The activities will support governments and tourism enterprises in the focal areas of:

- *Policies*: Contribute to the design and implementation of public policies that support sustainable tourism development, including land-use planning and integrated coastal-zone management.
- *Development and Investments*: Mainstream sustainability into tourism development projects and increase investments in tourism that is sustainable.
- *Capacity Building*: Enhance the ability of national governments, local authorities, and the business sector to implement policies and management practices that deliver more sustainable tourism products.
- *Awareness and Advocacy*: Document and disseminate information on the economic, social, cultural, and environmental benefits of sustainable tourism to governments, tourism enterprises, tourists, and local communities, as well as promoting demand for these products.
- *Implementation and monitoring*: Foster the implementation of innovative management practises and technologies in tourism operations and monitor the respective economic, environmental, cultural, and social benefits.
- *Delivery by 2013* of concrete analytical, communications, policy, and business sector management tools and capacity building activities, demonstrating environmental, economic, cultural, and social gains from sustainable tourism. The secretariat, budget, and financial operation will be managed through the United Nations Environment Programme, Division of Technology, Industry and Economics (UNEP-DTIE) with support from the coordination mechanisms and Steering Committee of the Partnership.

The projects of the Partnership will follow three streams: (1) projects with a 1-2 year timeframe that can be begun immediately under the supervision of the secretariat and within the proposed budget; (2) projects supervised and budgeted by partners that will benefit from the synergies and possible adaptation and replication offered by the Partnership; and (3) projects with a timeframe of up to 10 years that offer the possibility of major transformation of the entire consumption and production pattern of tourism worldwide. The Partnership will ensure that these projects meet its criteria regarding, inter alia, replicability, sustainability, and added value. It will review the assessment of the outcomes of the projects.

The themes of the projects, as proposed by the ITF-STD are:

- A. Actions on, and increased awareness of, the links between **tourism and climate change and related capacity building on adaptation and mitigation measures**;
- B. Promoting and disseminating sustainable tourism practices on **cultural and natural heritage**;
- C. Tourism as a mechanism for **poverty alleviation**;
- D. Increasing awareness of the impacts tourism has on the **environment and biodiversity**, focusing on prevention initiatives, notably in protected and ecologically sensitive areas;
- E. Promoting **policy frameworks** that lead to sustainable tourism development;
- F. Assisting the tourism **business sector and its supply chain** in becoming more sustainable (including water, energy, and social footprinting); and
- G. **Finance and investment** in sustainable tourism and the sustainable development economy (e.g. the “Green Economy Initiative”<sup>5</sup>)

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<sup>5</sup> The Green Economy Initiative (GEI) is designed to assist governments in “greening” their economies by reshaping and refocusing policies, investments and spending towards a range of sectors, such as clean technologies, renewable energies, water services, green transportation, waste management, green buildings and sustainable agriculture and forests.

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## **SECTION 2: PROJECT BACKGROUND**

### **2.1 Context and antecedents**

The tourist industry generates substantial economic benefits to both host countries and tourists' home countries . Its geographical extension and labour -intensive nature support widely dispersed employment, which can be particularly relevant in remote and rural areas where many of the poor live. Tourism can also potentially serve to conserve natural habitats and cultural heritage, both living and historical. However, if not properly managed, it can consume large quantities of energy, water, and non-durable products or destroy natural areas, thus degrading the environmental quality of destinations and ecosystems, and affect local populations. As tourism contributes to and is greatly affected by deterioration or improvement of environmental and social conditions, there is a need and an opportunity to shift the sector's business model towards greater sustainability. This shift offers destinations environmental gains, substantial contributions to the millennium development goals, and the opportunity to increase the industry's resilience to a rapidly changing global outlook.

In recognition of these opportunities, France committed to initiate and chair the International Task Force on Sustainable Tourism Development (ITF-STD) at the UNEP Governing Council in Dubai, United Arab Emirates in February 2006. The ITF-STD is comprised of members from 18 developed and developing countries, nine international organizations, seven non-governmental organizations, and seven international industry associations. The main objectives of the ITF-STD were to (a) encourage the implementation of actions that promote sustainable tourism through the development of support tools and (b) to present new initiatives and support existing ones that may inspire pilot projects and good practices in other countries to foster sustainable tourism development.

The ITF-STD recently completed a 3-year programme of work (2006-9) that initiated or contributed to approximately 40 projects to develop capacity building tools, policy guidelines, publications, and new partnerships and networks on sustainable tourism. These projects have promoted significant positive social, cultural, and environmental impacts at all levels and have enhanced the industry's shift to a more sustainable business model. These projects have generated approximately \$5 million USD worth of activities on sustainable tourism.

### **2.2 Evaluation of existing Commission on Sustainable Development Partnerships**

A detailed review of the Commission on Sustainable Development (CSD) Partnerships was conducted to evaluate existing tourism partnerships to identify how this new Partnership can collaborate to add further value to those initiatives and to build upon existing synergies to achieve greater accomplishments under its own proposed activities. Of the 346 existing partnerships reviewed, 49 demonstrated linkages to tourism. Five were identified as having strong potential synergies with the new Partnership. The small number is largely because many of the partnerships currently listed in the database are no longer active. Those that may have synergies with the Partnership are:

- DestiNet Sustainable Tourism Information Portal [associated with the ITF-STD]
- The SEED Initiative: Supporting Entrepreneurs for Sustainable Development [associated with the ITF-STD]
- Partnership for the Launch of the Sustainable Tourism Stewardship Council [associated with the ITF-STD]
- International Partnership for Sustainable Resource Management
- International Partnership for Sustainable Development in Mountain Regions (Mountain Partnership)

### **2.3 Opportunities from the conversion of the ITF-STD to a UN Type II Partnership**

The conversion of the ITF-STD to a UN Type II Partnership is needed to:

- enhance its sustainability over the long term;

- expand the network of partners beyond those engaged in the ITF-STD and its sources of financing;
- more widely disseminate the capacity-building and awareness-raising material produced by the ITF-STD through new partners and regions;
- improve the visibility and enhance the impacts of projects;
- strengthen international coordination on sustainable tourism;
- promote innovative management practises and technologies;
- adapt, replicate, and scale-up successful activities and pilot projects; and
- promote a neutral and flexible platform that allows the integration of sustainable consumption and production patterns in the tourism sector.

Three main opportunities arise from the creation of the Partnership:

- **SYNERGIES:** Further development of natural synergies of the ITF-STD and its numerous outputs and ongoing initiatives.
- **MAINSTREAM SUSTAINABILITY:** Assurance of a more cohesive, efficient, and effective body to respond to the opportunity of mainstreaming sustainability practices in tourism.
- **STAKEHOLDER ENGAGEMENT:** An inclusive partnership structure will encourage interactions among the stakeholders (tourism enterprises, governments, UN bodies, social and environmental NGOs, consumers, certification programs, and others) to enhance the uptake of sustainable tourism, dissemination of new and existing tools in pilot projects, and integration of the policy recommendations into national tourism development plans.

The recent initiatives and shifting global trends towards green economy have created an enabling policy environment to realize the Partnership's goals. This environment is further strengthened as the 2010-2011 cycle of the CSD approaches. There are two CSD meetings scheduled which will discuss and complete the development of a 10-Year Framework of Programmes (10-YFP) on Sustainable Consumption and Production (SCP). The shift of the ITF-STD to the broader UN level with the development of the Type II Partnership will benefit from the enhanced visibility of SCP initiatives resulting from the CSD meetings.

## **SECTION 3: PROJECT PROPOSAL**

### **3.1 Objectives**

The main objective is to mainstream the implementation of sustainable consumption and production patterns in the tourism sector through the establishment of a UN Type II Partnership under the United Nations Commission on Sustainable Development (CSD) tentatively entitled "Global Partnership for Sustainable Tourism". The partnership will build upon the successful work of the Marrakech International Task Force on Sustainable Tourism Development.

The overall strategy of the partnership is to build synergies among various initiatives on sustainable tourism that were initiated or supported by the Task Force, develop new initiatives, and ensure overall efficiency by:

- facilitating the development and implementation of a coherent programme of work for the partnership addressing the needs of the individual initiatives;
- preventing unnecessary duplication of work;
- promoting and facilitating links to replicate successful activities and innovative concepts; and
- improving the visibility and augmenting the impacts of each initiative.

It is intended that the Partnership become a key element of the 10-Year Framework of Programmes on Sustainable Consumption and Production that will be developed and formally

launched in the course of the 18th and 19th sessions of the UN Commission on Sustainable Development.

The Partnership will also aim to implement, in both the public and private realms, the policy recommendations developed by the ITF-STD, and other policy frameworks. The Task Force, in its April 2009 meeting in Marrakech, approved a set of policy recommendations to enhance the sustainability of tourism in all its aspects. The policy recommendations address key stakeholders – governments including local authorities, indigenous and local communities, international organisations, the private sector<sup>6</sup>, NGOs, and consumers. These recommendations are built upon the lessons learned from the sustainable tourism activities of the ITF-STD. The Partnership will provide an integrated, open-ended process and will engage all relevant stakeholders for implementing the recommendations.

### 3.2 Project Description

Task Force vision of the sustainability of tourism is reflected in its policy recommendations, activities, and projects. The Partnership will build on this vision through a portfolio of activities that target the tourist industry, the public sector, and consumers, in accordance with the policy recommendations and other policy frameworks. It is anticipated that different stakeholders will form groups focused on executing one or more of these sets of activities. The Partnership will collaborate with a wide range of partners to provide scientific based information on tourism issues and their contribution to sustainable development. Academic institutions will be invited to join the Partnership in order to increase the knowledge available on sustainable tourism issues, as well as to propose projects on the ground.

The Partnership will have four main activities:

- a) **Implementing policy recommendations** and frameworks in all major stakeholder sectors, including national and local governments, tourism enterprises, consumers, financial institutions, and investors. Particular emphasis will be given to national policy frameworks, destination management, and planning. It has become increasingly evident that transparent and effective policy frameworks can improve the quality of technical assistance. It strengthens accountability to public and private stakeholders, thus motivating stakeholders to join, replicate, or extend successful projects. Policy frameworks will thus be a supporting key component of the Partnership, whose members will provide oversight and guidance for overall management and project implementation.
- b) **Scaling up and replicating successful projects, publications, training materials, and tools in other regions.** In terms of individual project implementation, the phases of each demonstration project will also embrace the sociocultural dimension of sustainable tourism development. To this end, the project will seek partnerships at the local level, in recognition of the role of local communities, their valuable knowledge base and understanding of local circumstances, as well as their interest in preserving a sustainable system. This process will draw from the social and cultural criteria presented in the Global Sustainable Tourism Criteria (GSTC), as well as the UNEP Guidelines for Social Life Cycle Assessment.
- c) **Developing new projects and tools that foster the implementation and monitoring of innovative management practises and technologies.** This will enhance resource productivity, improve competitiveness, and reduce negative environmental, cultural, and social impacts. The tool development will follow a three-step process:
  - *Tools conception/adaptation:* in this first step, tools will be developed or adapted to the specific target (business sector, public sector, or consumers). The goal of this step is to provide the basis for further demonstration and dissemination activities.

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<sup>6</sup> Note that for purposes of the Partnership, there is no distinction between privately-owned and state-owned profit-making enterprises; both will be considered to be included in the terms “private sector”, “business sector”, and “tourism enterprises”.

- *Demonstration*: at this stage the tools' effectiveness will be tested and demonstrated through field projects and bilateral partnerships with key partners in the tourism sector. The lessons learned in this phase will be then built in the original tool.
- *Dissemination*: the focus of this phase will be to disseminate directly and through networks the tools that have been developed or adapted, and which have demonstrated effectiveness.

d) **Building networks and partnerships**

Networks of enterprises and other institutions, as well as *ad hoc* partnerships will be formed to support the implementation of activities, and in particular the conception and adaptation of tools, their demonstration and dissemination. These will be particularly valuable to disseminate the tools, as (i) end users are generally small and micro enterprises, (ii) public responsibility is fragmented through many departments as well as different institutional levels, and (iii) consumers are difficult to reach.

**Regional networks and resource centres** will be important in achieving the success of activities and projects. Some Partnership projects can be adapted, scaled-up, and replicated worldwide, but many others will be successful only within a cultural or ecosystemic region. Several regional networks are expected to play a role in the Partnership. These include the Central American Integration System (SICA), the Association of Caribbean States (ACS), the Mediterranean Action Plan (MAP), Francophone countries, and the Association of Southeast Asian Nations (ASEAN), as well as the West African Economic Community and other African regional organizations as priority partners. Other potential networks to be approached are the South American MERCOSUR the Pacific Asia Travel Association (PATA), and the national members of the UNIDO/UNEP Global RECP (Resource Efficient and Cleaner Production) Network, including the Red Latina de Producción más Limpia (10 out of the 12 members have already identified tourism as an area of work), the Asian Pacific, and the African Roundtable for Sustainable Production and Consumption. Particular efforts will be made to incorporate Francophone countries not currently involved in sustainable tourism programs, as well as countries in the Asia-Pacific region, where there is rapid growth of tourism, but insufficient application of the principles of sustainability in tourism activities. Existing regional networks will be approached for membership and collaboration. However there will be no initial budgetary provision for establishing regional chapters and resource centres, unless this is done under the leadership of the members in a region, who have identified a clear need, and appropriate funding is available. Insofar as practical, each region should be represented on the Steering Committee of the Partnership.

### 3.3 Approach

The Partnership aims to support the design and application of policy tools, increase public and private investment in sustainable tourism products and projects, and provide capacity building for governments and enterprises wishing to support or practice sustainable tourism:

- *Policies*: Contribute to the design and implementation of public policies that support sustainable tourism development, including land-use planning and integrated coastal-zone management.
- *Development and Investments*: Mainstream sustainability into tourism development projects and increase investments in sustainable tourism.
- *Capacity Building*: Enhance ability of national governments, local authorities and the business sector to implement policies and management practices that deliver more sustainable tourism products.
- *Awareness and Advocacy*: Document and disseminate information on the economic, cultural, social, and environmental benefits of sustainable tourism to governments, enterprises, tourists and local communities and promote demand for these products.
- *Implementation and monitoring*: Foster the implementation of innovative management practises and technologies in tourism operations and monitor the respective economic, environmental, cultural, and social benefits.

- *Delivery by 2013* of concrete analytical, communications, policy and business sector management tools and capacity building activities, demonstrating environmental, economic, cultural, and social gains from sustainable tourism, including monitoring and evaluation tools that set baseline and measurable targets, review progress, and report towards the achievement of sustainable tourism objectives, based on the UNWTO guide on ‘Indicators for Sustainable Development for Tourism Destinations’.

### **3.4 Project impacts on poverty alleviation and gender equality**

The overarching framework for the business-sector<sup>7</sup> activities of the Partnership, the Global Sustainable Tourism Criteria (GSTC), aims to maximize social and economic benefits to local communities, benefits to cultural heritage, and benefits to the environment, while minimizing the negative social and environmental impacts of tourism development and activities. The GSTC will ensure the consideration of social, gender, cultural, and environmental aspects in the Partnership’s projects. Furthermore, the activities, whenever possible, will engage local stakeholders to ensure that the local circumstances, needs, and knowledge are fully integrated.

Research suggests that the tourist industry is a particularly important sector for women. Tourism offers varied opportunities for income-generating activities, as well as quality employment, especially when capacity-building is made available. Special attention will be given to identify gender issues and minority groups’ needs in all the phases of the project, especially with respect to training and information dissemination. Gender and cultural sensitivities will be considered in all communications materials, in order to empower women’s active participation in this sector.

### **3.5 Key stakeholders, target beneficiaries, and the expected benefits to be delivered:**

The projects will benefit all sectors affected by tourism, including:

- governments at all levels – *capacity-building to support implementation of the Task Force’s final policy recommendations, as well as destination-focused activities;*
- hotels, tour operators, transport providers, food and beverage providers, and other tourism enterprises of all sizes – *capacity-building in sustainable practices, lowered operating costs, financial opportunities to move towards sustainability, reduced climate change impacts, and increased market share;*
- micro, small, medium, and large enterprises in the tourism commercialization chain – *capacity-building in sustainable practices, increased sales to sustainable tourism enterprises and their clients;*
- destination communities both rural and urban – *capacity-building in sustainable destination management, reduced cumulative negative impacts from tourism, higher quality employment and peripheral benefits, increased cultural recognition;*
- natural and cultural heritage site and protected area managers – *capacity-building and management tools for ensuring positive environmental and cultural impacts of tourism;*
- women – *opportunities for more and higher-quality employment and independent entrepreneurial activities; capacity-building;*
- indigenous peoples – *better control over tourism activities in general (including the right to say “no”), as well as tourism’s environmental, cultural, and social impacts; quality employment in impoverished areas;*

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<sup>7</sup> United Nations Guidelines on Cooperation between the United Nations and the Business Sector define the “Business Sector” as:

- a) For-profit and commercial enterprises or businesses;
- b) Business associations and coalitions (cross-industry, multi-issue groups; cross-industry, issue-specific initiatives; industry-focused initiative); including but not limited to corporate philanthropic foundations.

- developing country economies – *wider distribution of income to impoverished communities; higher retention in-country of tourism income, and increased conservation of natural habitats and cultural attractions.*
- consumers – *greater awareness of sustainable tourism activities and the impacts of their choices.*

### 3.6 Management and Coordination Arrangements

The Global Sustainable Tourism Partnership is a result-oriented partnership between the key actors in tourism development. The many aspects of sustainable tourism and the complexity of the tourism sector require a strong joint effort to define and implement tools aimed at guaranteeing the long-term economic viability of the sector, which depends on an unspoiled environment and a healthy social context. The management and coordination arrangements for the Partnership are crucial for its success in mainstreaming the implementation of sustainable consumption and production patterns in the tourism sector. The Partnership will be able to manage and coordinate the multiple initiatives and projects if it has a robust structure for coordinating the different functions and activities of its diverse membership; these involve both governance and technical issues and will be composed of an Advisory Committee, a Steering Committee, and a Secretariat, as well as an Annual General Assembly of the full membership.

#### *Structure*

It is proposed that management and coordination be organized as follows:

1. **Partnership Annual General Assembly:** This event will gather all members of the Partnership each year. Its functions will include:
  - approving a five-year strategic plan and an annual Programme of Work;
  - approving the budget, which will be administered by the Secretariat under the supervision of the Steering Committee;
  - overseeing the Partnership management (e.g. approving the annual report; delegating to the steering committee the inclusion of projects and new members, based on approved criteria);
  - electing the members of the Steering Committee, and, among the countries, its chair and vice-chair.
2. **Steering Committee:** The Steering Committee will consist of nine voting members, elected for sliding two-year terms at the Annual General Assemblies. UNEP, as the Secretariat, will be a non-voting member. The Committee should reflect the diversity of sectors belonging to the Partnership, as well as geographic regions. It would be comprised as follows:
  - two international organizations,
  - four national governments from different regions, and
  - three representatives of tourism stakeholders: enterprises, industry associations, non-governmental organizations, etc.
  - a non-voting representative of the Secretariat

The Steering Committee will meet by teleconferences regularly and as necessary, and once per year in person. It will be the executive body of the Partnership, charged with:

- ensuring the coherence of the work;
- overseeing the activities and projects implemented by the Secretariat;
- approving new members;
- proposing to the General Assembly, in accordance with the approved selection criteria and available budget, projects to be managed by the Secretariat
- proposing emerging activities and projects in the interim period between Assemblies (in alignment with the approved programme of work, strategic plan, and budget)

- fundraising with support of secretariat.
3. **Secretariat:** The Secretariat, budget, and financial operations will be based in the UNEP Division of Technology, Industry and Economics (UNEP-DTIE) in Paris. It is expected that this will require a full-time project coordinator and one full-time staff assistant. The Secretariat will provide administrative support to the Partnership and coordinate activities. It will propose actions to the Steering Committee and motivate the Partnership as a whole. It will be charged with:
    - preparing the Programme of Work for the Partnership;
    - preparing the fundraising strategy and proposals;
    - supporting the Steering Committee in implementing the fundraising strategy;
    - coordinating the activities of the Partnership;
    - implementing projects according to the available budget;
    - promoting and disseminating projects implemented by the partners;
    - making recommendations to the Steering Committee, which may, where necessary, request ratification by the Annual General Assembly (e.g. development of bylaws, approval of new members, selection of new projects, etc.);
    - reporting to the Steering Committee on its activities at least twice a year;
    - implementing the activities of the Partnership as an operational platform;
    - monitoring the implementation and results of projects, including partners' projects.
  
  4. **Advisory Committee:** This group will be comprised of representatives of competent international organisations, who are experts in the thematic areas and who will assist in overseeing the projects of the Partnership. Outside experts could also participate, as permitted by the budget. Ad hoc thematic groups could be established, as needed by the Secretariat and the membership. The Advisory Committee will meet in person before each Annual General Assembly, as well as by teleconference semi-annually and as necessary. The Advisory Committee will support the Secretariat, which will interact with project managers and organizations. The functions of the Advisory Committee will include:
    - ensuring that projects are aligned with the thematic areas of the Partnership, as well as with international agreements and conventions;
    - offering advice to the Secretariat on specific issues related to project implementation;
    - providing oversight for thematic areas, with each member focusing on its own area of specialization.

### ***Decision making process***

The decision-making process for the Partnership will be based on the resolutions of the Annual General Assembly which will determine the policy, budget, and the projects to be implemented by the Secretariat; and oversee the Partnership management. It will approve a 5-year strategic plan and an annual programme of work. In addition, it will elect the members of the Steering Committee. The chair and the vice-chair will be chosen by the Assembly from among the countries, for a two-year term. One should be from a developed and one from a developing country. The vice-chair is expected to become the next chair.

The Steering Committee will be the executive body of the Partnership, charged with ensuring the coherence of the work and the approval and oversight of the projects implemented by the Secretariat. It will also have the responsibility of approving new members, after evaluating their application. All proposals to the General Assembly should first be examined by the Steering Committee.

The Secretariat may make recommendations to the Steering Committee, which may, where necessary, request ratification by the Annual General Assembly. This procedure would be applicable to the development of bylaws, the approval of new members, and the selection of new projects, among others

Members will inform the Secretariat about their projects and activities that are related to the thematic areas of the Partnership. The Secretariat will, in turn, present a report to the Steering Committee. A summary of all approved reports will be presented to the General Assembly.

The main role of the Advisory Committee will be to ensure that projects are aligned with the thematic areas of the Partnership, as well as international agreements and conventions. It will offer advice to the Secretariat on specific issues related to project implementation. It will provide oversight for thematic areas, with each member focusing on its own area of specialization. For example, UNESCO would recommend and review projects related to World Heritage Sites, UNIDO for resource efficiency, and UNEP for climate change, etc. However, considering that tourism is a transverse subject, some projects will require the input and expertise of more than one UN agency.

The Partnership's activities will be implemented by promoting and executing activities and projects. Some projects will be implemented directly by the Partnership through the Secretariat according to the available budget. However the great majority will be directly executed by the partners, who will use the Partnership to disseminate and replicate their successful initiatives. The partners' projects will not be supervised by the Secretariat, but will be monitored by it, and the results presented to the membership, whose collaboration and support would be invited. The Secretariat may offer basic services and coordination for partners' projects, such as guidance in fundraising, seeking synergies among the other partners and projects, dissemination, etc., as permitted by a small overhead allowance.

The Secretariat will prepare a programme of work, and at the Annual General Assembly, members will select the projects to be implemented under the auspices of the Partnership every two years, as well as partners' projects to be included. The Steering Committee may propose emerging projects in the interim period. Project selection criteria are outlined in Section 4.2.

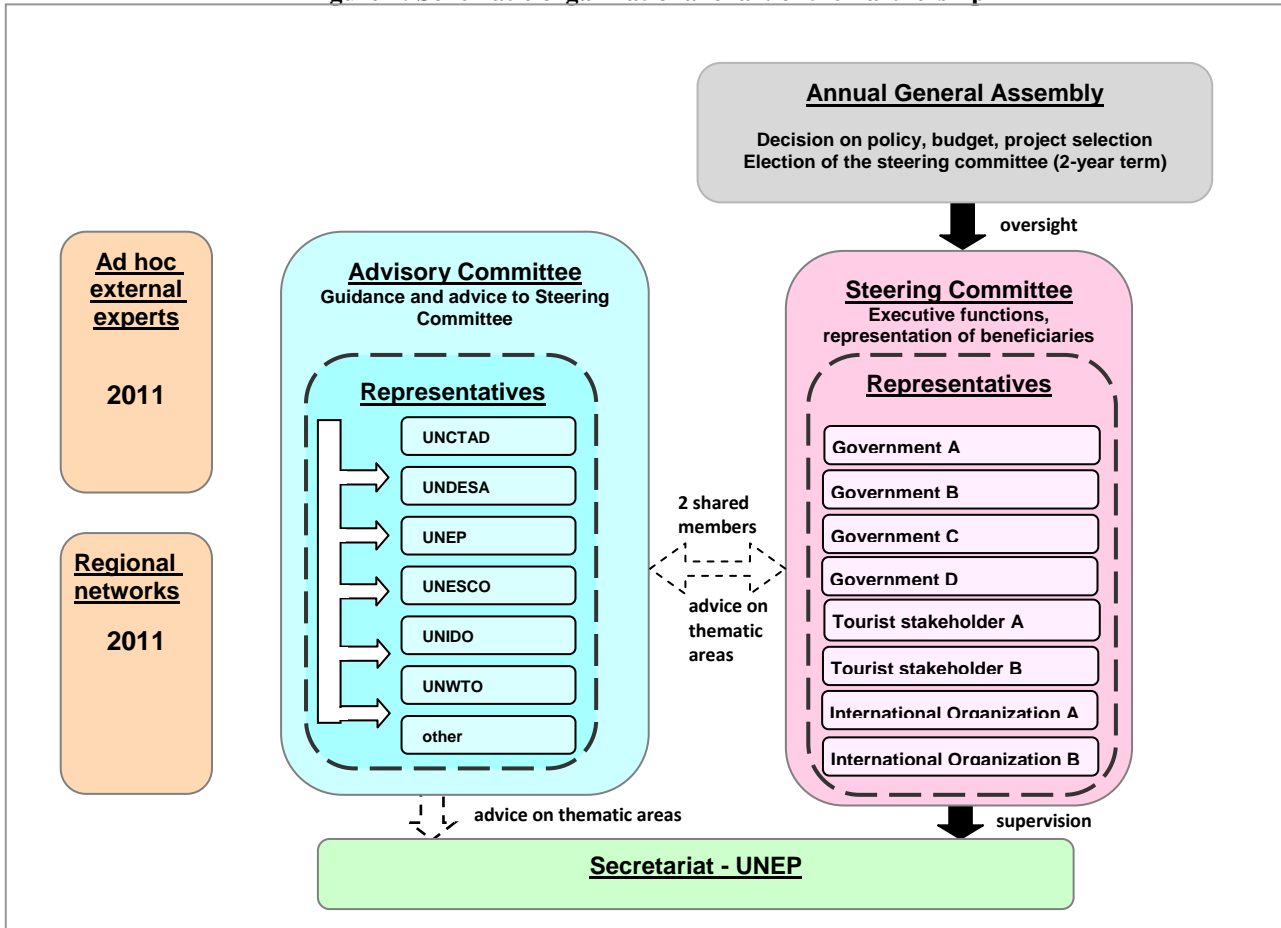
The coordinator (at a UN P-3 or higher level, depending on available financial resources) will be responsible for supporting the implementation of projects under stream 1 and responsible for communication, administration, reporting, fundraising strategy, and other coordination tasks. This Secretariat will provide progress reports to Partnership Steering Committee at a minimum of twice each year.

### ***Membership platform***

During the transition phase of the Partnership, from 2010-2011, the working pillars will be the Secretariat, the membership platform, and existing Task Force projects implemented by the partners. The Secretariat will oversee both the platform and the implementation of projects. The platform, tentatively titled "Tourism Vision Platform" in the last 6<sup>th</sup> International Meeting of the Task Force, will consist of the operational and promotional functions of the Secretariat, packaged as a project, with specific objectives, goals, activities, and expected results. The goals are knowledge transfer, capacity building, innovation, and mainstreaming. The activities of the Membership Platform will be:

- managing knowledge sharing;
- dissemination of tools and lessons learned;
- policy support and advocacy;
- capacity building ;
- fundraising;
- marketing, communication, and outreach; and
- meeting organization (launch, annual general meetings and thematic meetings).

**Figure 1: Schematic organizational chart of the Partnership**



### 3.7 Membership criteria

Membership should depend on the ability of the potential partner to contribute to the objectives, thematic areas, or policy recommendations of the Partnership. Key membership criteria include:

- demonstrated commitment to developing sustainable tourism (obligatory);
- ability to contribute to the objectives, thematic areas, or policy recommendations of the Partnership;
- the demonstrated ability to implement projects in the thematic areas;
- willingness to provide financial or counterpart support for projects or general operating costs;
- area of geographic influence, especially with respect to the ability to offer successful projects for replication or to replicate projects from other regions;
- ability to reach under-served beneficiaries;
- work in sustainable tourism in any of the membership groups (governments at all levels, private sector, multilateral or intergovernmental organizations, non-governmental organizations, etc.).

The indispensable criterion for membership is the commitment to developing sustainable tourism. Not all criteria are necessary for membership, but common sense should apply. In particular, including one member from a region does not signify excluding others from the same region. What is important is ensuring that activities can be implemented in all regions.

To apply for membership, the candidates should complete an application form, in accordance with the requirements specified by the Steering Committee, and return it to the Secretariat along with information to show that they meet the requirements for Partnership membership. The membership requirements will be finalized in the first Annual General Assembly. The

Secretariat will inform applicants as soon as possible after receipt of the application form whether or not they have been approved by the for membership. Where necessary, the applicant may be requested to supply additional information before a decision is taken on whether or not the applicant is approved for membership.

The Steering Committee shall be entitled to terminate the membership of any partner who does not abide by the membership rules and procedures to be drafted and approved in the first Annual General Assembly of the Partnership.

### **3.8 Financing and Fundraising**

The financial structure of the Partnership will be managed through a special project number and budget line for the Partnership (in conformity with UN rules and regulations). The overall budget and the choice of projects to be financed will be approved by the Annual General Assembly. Implementation will be executed by the Secretariat, under the coordination of the Steering Committee. Financial controls will be those of the United Nations.

Financial resources will come from two main sources:

- direct financial support from national, regional, and multilateral members;
- in-kind support from participating members

The Partnership will be supported by direct financial support from the members of the Partnership, who will share its management costs in accordance through voluntary contributions.

Partnership members will also be mobilized for the (co) financing of the projects identified by the Partnership. Based on the experience of the ITF-STD in supporting projects, the operating costs of the Secretariat for implementation should be a fraction of the total cost of the projects. Letters of support will be gathered in the initial phase from potential members, including current Task Force members, other national and regional entities, and business-sector entities likely to benefit from belonging to the Partnership.

The budget will be defined every year by General Assembly, and the Steering Committee will allocate the funds between the different costs including the projects. The Partnership will have a results-oriented structure, in which its long-term funding and success will directly depend on its ability to deliver high-quality, useful tools in accordance with its objectives, thematic areas, and policy recommendations. Fundraising will therefore focus on ensuring that projects that meet these criteria have access to adequate funding and will be able to disseminate the results through the Partnership's network. Medium and long-term fundraising will depend on demonstrating successful project implementation during the first two years of operation. Fundraising will be a primary function of the Steering Committee, with support from the Secretariat, which will prepare the fundraising strategy. This will be based on the five-year strategic plan to be adopted in the first Annual General Assembly.

These dispositions will be implemented after the first General Assembly for the fiscal year 2011, 2010 being the start up period.

### **3.9 Communication and public information**

The Partnership will communicate its activities through cross-media channels with the objectives of (i) providing information and knowledge to members, and (ii) giving visibility to the Partnership and its members. A communication strategy will be developed by the Secretariat in 2010.

#### ***a) Media activities***

The communications component of the Partnership will be implemented in direct cooperation with the Steering Committee or the relevant partners. The Partnership will use international and national cross-media channels, such as online media, radio, television, and newspapers, as well as its members' networks and platforms to disseminate the Partnership's communication

activities. The communication activities, e.g. press releases, will be adapted to the targeted media channel (e.g. print vs. online versions). The Partnership will also produce a factsheet in English, French, and Spanish, as well as an Asian language (to be decided) about the Partnership. In addition, an executive summary of the project concept will be produced in English and French.

**b) Web-based products**

The Secretariat will develop a knowledge and information website that supports the Partnership's mission and boosts its visibility, including a project and member directory, access to information on funding, literature, further education, and a news section. In addition, there will be activity and project reports, and other relevant information from members and partners to showcase projects and share information. The Partnership Secretariat will also send a regular newsletter to its members and interested parties.

**c) Publications**

The Partnership will develop publications under specific projects, as well as develop relevant publications as suggested by the partnership members. All publications will be available for download at no costs for the general public to enhance knowledge sharing on sustainable tourism. The Secretariat will also identify potential synergies with Partnership members' libraries and information platforms, as well as the possibility of connecting each other's websites and platforms.

**d) Awareness raising/ Outreach events**

- The Partnership may organise regional events of the Partnership for its members and potential new members;
- The Partnership will develop and circulate press information to the world and national press at the launch of the project, and when major results were achieved;
- The Partnership Secretariat and its members will work jointly to give a maximum visibility to the Partnership and its results at key relevant international and national events, workshops and conferences such as the UN-CSD, the United Nations World Tourism Organization (UNWTO) General Assembly, or the World Heritage Committee meeting and related World Heritage events by
  - participating in, and/or
  - disseminating information about the Partnership at these events.

**3.10 Outline of potential work plan 2010-2011**

A detailed work plan for 2010 can be found in Annex 1. It is expected that the initial tasks will be undertaken by UNEP, in coordination with the Steering Committee. The following is an outline of the activities to be undertaken in 2010 to transform the International Task Force on Sustainable Tourism Development into a United Nations Sustainable Development Partnership:

- **2-3 February 2010:** Chantilly, 6th meeting of the ITF-STD. Adoption of a framework document to define the partnership.
- **February-May 2010:** Establishment of a transitional steering committee (chaired by France). Implementation of the budget for 2010 (transitional). Review and selection of projects to be implemented under the aegis of the future Partnership.
- **February-May 2010:** Information campaign on the Partnership aimed at the countries wishing to join the Partnership.
- **May 2010:** New York, United Nations Commission on Sustainable Development (CSD), organizing a side event on sustainable tourism which will also officially launch the "Global Partnership for Sustainable Tourism", if sufficient funding has been found.
- **May-September 2010:** Seek new members and funding
- **Fall 2010:** First general meeting of the Global Partnership for Sustainable Tourism, elect a steering committee for the period 2011-2013, and determine the budget for

2011. Pre-selection of a series of projects to be (co) funded by the Partnership, subject to the availability of resources.

**Table 1: Potential work plan for the Partnership 2010-2011**

Expected deliverables	Jan-April 2010	May-June 2010	July-Dec. 2010	Jan-June 2011	July-Dec. 2011
Establishment of preliminary organizational structure (Steering Committee, Secretariat, and projects)					
Launch and registration of Partnership					
Outreach to new members and fundraising					
Implementation strategy and work programme development					
Development of communication strategy					
Implementation of projects					
Annual General Assembly					
Mid-term activity reports					

## **SECTION 4: RESULTS AND POTENTIAL PROJECTS**

### **4.1 Thematic areas**

The program of work and the projects of the Partnership will be organized around the seven main themes identified by the Task Force:

- A. Actions on, and increased awareness of, the links between **tourism and climate change**— Tourist destinations will be greatly affected by changes in climate (e.g. coral reefs, islands, beaches and coastal communities, polar and mountainous areas [including ski resorts], and water supplies for all). At the same time, travel and tourism produces around 5% of global greenhouse gas emissions.
- The Partnership will promote projects on raising awareness, measuring carbon footprints, capacity-building, adapting to climate change and reducing the emissions from tourism, in environmentally sound and socially acceptable ways. It will factor into tourism and public use planning activities, particularly at demonstration sites, the issue of climate change adaption.
- B. Protecting and highlighting the world's **cultural and natural heritage** – The way tourism is managed determines whether its impacts are positive or negative. Tourism can conserve cultures and biodiversity or destroy them. It can finance protected areas and educate tourists and communities about conservation and biodiversity, or it can lead to the destruction of fragile habitats. Similarly, it can promote cleaner and healthier surroundings or contaminate them.
- The Partnership will emphasize building the capacity to plan for and manage visitation at culturally and ecologically sensitive areas sustainably, for the purpose of biodiversity conservation, and to educate stakeholders about the importance of national and world heritage sites. It will examine issues related to site financing and tourism. It will explore the use of the Global Sustainable Tourism Criteria (GSTC) and the Sustainable Investment and Finance in Tourism (SIFT) criteria related to infrastructure development as a means to guide appropriate development linked to a site's World Heritage and local values.
- C. Tourism as a way of **reducing poverty** – Many tourist attractions and destinations are in the poorest areas of the least developed and developing countries. Tourism, when it is

done sustainably, can be a powerful tool for reducing poverty, especially in rural areas. Tourism linked to proving alternative livelihoods can provide incentives to support the conservation of cultural and natural heritage sites.

- The Partnership will focus on incorporating the principles of sustainability into national tourism plans, with an emphasis on the tools and the needed public and business sector linkages for increasing the ability of local communities to benefit from tourism development. The Partnership activities related to poverty reduction will consider the STEP Program (Sustainable Tourism Eliminating Poverty) framework and the accompanying implementation manual.

D. Increasing awareness of the impacts tourism has on the **environment, resource efficiency, and biodiversity**, focusing on prevention initiatives, notably in protected and ecologically sensitive areas.

- The focus will be on:
  - Benchmarking resource use;
  - Developing energy efficiency, renewable energy, and conservation programmes;
  - Water efficiency and water quality management programmes;
  - Waste management, with a focus on waste-to-resource conversion programmes;
  - Purchasing policies to integrate the use of “green products” (biodegradables, recyclable, non-toxic, etc.) and life-cycle analysis;
  - Noise reduction, improving air and landscape quality; and
  - Integration of Corporate Social Responsibility issues, including health and occupational safety, workplace cooperation, improved working conditions, implementation and compliance with local labour law, and relation of the enterprise with the local communities.

E. Promoting **policy frameworks** for sustainable tourism development – Environmental, social, cultural, and economic conditions vary widely around the world, as does the diversity of stakeholders in tourism.

- The Partnership will work with destination management organizations, governments at all levels, communities, and business sector organizations to contribute to public and private policies that support sustainable tourism development and conservation measures that respect the ecosystem approach, while promoting demand for these products.
- It will also promote knowledge sharing (e.g. South-South collaborations) and capacity-building with governments, enterprises, tourists, organizations, and local communities.

F. Assisting the tourism **business sector and its supply chain** in becoming more sustainable – The Task Force has contributed to the development of powerful tools, such as the Global Sustainable Tourism Criteria (GSTC), for showing the way for enterprises to become more sustainable, environmentally, socially, and economically.

- The Partnership will continue to support the activities associated with implementing the GSTC and the tools that have been derived from it, under the aegis of the Tourism Sustainability Council (TSC).
- in developing and disseminating techniques and technologies for resource-efficient and cleaner production (RECP), including carbon, water, and social footprinting, as well as conducting pilot projects.
- It will also help disseminate the education and training tools for the hospitality industry.

G. **Finance and investment** in tourism linked to the sustainable development economy (“Green [and social] Economy Initiative” or GEI<sup>8</sup>).– It has become increasingly clear to financial institutions and investors that sustainable enterprises offer lower risk and better long-term performance. However investors have lacked the instruments to determine how to incorporate sustainability into the evaluation of risk for tourism enterprises.

- The Partnership will facilitate projects to evaluate risk and coordinate among finance and investment organizations to mainstream sustainability as a criterion for financing and investment, as part of the Sustainable Investment and Finance in Tourism (SIFT) initiative. SIFT is bringing together major sources of tourism financing and investment to agree on the development and sharing of best practices in tourism investments by developing guidelines, benchmarking mechanisms and voluntary initiatives to mainstream sustainability in tourism investments and financing. It is also expected to match the demand for sustainable tourism products in developing country destinations with available financial resources. The network is not intended to create a new fund but to facilitate information exchange and coordination between existing funds, donors, investors, and developing country destinations. As such, it may play a key role in facilitating the implementation of other Partnership projects.

#### **4.2 Overview of potential Partnership projects, outcomes, and activities (2010-2012)**

Recognizing that the implementation of the ITF-STD’s set of policy recommendations on sustainable tourism development will require an integrated open-ended process engaging governments at all levels, international organisations, enterprises, NGOs and consumers, the potential activities are structured around a simplified life-cycle of the tourism value chain (see also section 3.1), including:

1. Tourism planning
2. Tourism operations and management
3. Tourism investment
4. Tourism promotion and marketing
5. Capacity building
6. Consumption of tourism products and services
7. Monitoring and evaluation of tourism development

The formal selection of the projects to be implemented by the Secretariat and by the members of the Partnership will take place at the Annual General Assemblies. It is to be expected that members of the Partnership will propose projects and that the Annual General Assembly of the Partnership will determine those that will be financed and implemented under the auspices of the Secretariat, as well as those that will be implemented in whole or in part by the partners, but with support from the Partnership. The current status of each potential project, its estimated budget, proposed lead partner, and calendar for implementation will be presented to the Annual General Assemblies of the Partnership for decisions on implementation.

The projects will be selected to favour those that address a thematic or policy area, and have well-identified beneficiaries and the potential to be adapted, replicated, or scaled-up in more than one region. The projects of the Partnership will follow three streams:

1. “Partnership projects” with a 1-2 year timeframe that can be begun immediately under the supervision of the secretariat and within the proposed budget;

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<sup>8</sup> The use of economic analyses and modelling approaches to reshape and refocus policies, investments, and spending towards a range of sectors, such as clean technologies, renewable energies, water services, green transportation, tourism, waste management, green buildings, and sustainable agriculture and forests. “Greening the economy” refers to the process of reconfiguring businesses and infrastructure to deliver better returns on natural, human and economic capital investments, while at the same time reducing greenhouse gas emissions, extracting and using less natural resources, creating less waste and reducing social disparities. See <http://www.unep.org/greeneconomy/GreenEconomyReport/tabid/1375/language/en-US/Default.aspx>.

2. “Partners’ projects” supervised and budgeted by partners that will benefit from the synergies and possible adaptation and replication offered by the Partnership; and
3. Long-term projects with a timeframe of up to 10 years that offer the possibility of major transformation of the entire consumption and production pattern of tourism worldwide.

The Partnership will serve an ongoing role of evaluating and proposing successful projects that can be adapted, replicated, and scaled up, regionally or globally. Projects could be proposed by members or by regional offices and networks. Criteria for project evaluation will need to be defined and a small, but robust online database established. Approved projects could, where appropriate, be recommended for financing to the appropriate member or to the SIFT network. They should be aligned, where appropriate, with the Global Sustainable Tourism Criteria.

Project selection criteria should include mandatory core criteria and desirable criteria. The core criteria may include:

- measurable outcomes or goals;
- combining thematic and policy areas;
- building on existing tools and knowledge – no duplication;
- national (if the project can be scaled up or replicated elsewhere), regional, or international application;
- having some financial support from additional sources, especially cash or in-kind contributions from the private sector;
- including methods for exchanging and communicating knowledge and results beyond efforts of the Secretariat.

Desirable criteria are varied and will include factors related to each thematic area and policy element, such as, for example, the impacts of tourism on the environment, resource efficiency and cleaner production, and biodiversity; establishing destination management organizations using sustainability criteria; etc. Other, more cross-cutting aspects to be considered are, for example: social and economic impacts; benefitting small and medium enterprises and local communities; economic sustainability after the end of the initial funding cycle; long-term cost-benefit analysis; gender; training and capacity building components; removing bottlenecks; etc.

## ANNEX 1: Detailed work plan for establishing the Global Partnership for Sustainable Tourism

Activity	Action required	Timeline 2009-2010														
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b><u>Elaborate partnership project document</u></b>	Project coordination.															
	Present project concept paper to potential partners and Task Force members.															
	Prepare full project document for the biennium 2010-11.															
	Evaluate status of each potential project, estimated budget, lead partner, and calendar for implementation.															
	Registration of Partnership															
	Prepare Programme of Work.															
<b><u>ITF-STD meeting</u></b>	Send Invitations.															
	General organisation (agenda, venue, translators, lodging, microphones, food & beverages, etc)															
	Organize travel and carbon offset for invited participants.															
	Hold Task Force meeting.															
	Prepare minutes of the meeting, final report, and recommendations vis-à-vis the Partnership.															

Activity	Action required	Timeline 2009-2010														
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b><u>Raise funds and promote partnership</u></b>	Engage all Task Force countries in the Partnership.															
	Identify and bring in new countries.															
	Identify and bring in key organizations.															
<b><u>Disseminate partnership documents</u></b>	Meetings with current and potential Partnership members															
<b><u>Organize formal Partnership structure</u></b>	Establish preliminary Steering Committee and Secretariat.															
<b><u>Partnership launch</u></b>	Announce Partnership at CSD meeting NY, accept new members proposed by Steering Committee.															
<b><u>Register Partnership</u></b>	Registration as Type II UN Sustainable Development Partnership.															
<b><u>First Annual General Assembly</u></b>	Elect Steering Committee, approve bylaws, budget, and new projects for next biennium.															

## ANNEX 2: Logical Framework for the Global Partnership for Sustainable Tourism

Objective: to mainstream sustainability into all aspects of tourism policies, development, and operation.

Intervention Logic				
Outcome/ Result	Outputs	Output objectively verifiable indicators	Means of verification	Assumptions
<p><b>Implementing Policy Frameworks in all major stakeholder sectors, including national and local governments, tourism enterprises, consumers, financial institutions, and investors.</b></p>	<p>1: National and regional tourism development organizations will incorporate elements of the policy recommendations.</p> <p>2: Tourism authorities reorient policy goals and success of destinations in terms of in-country economic impact, instead of simply visitor counting.</p> <p>3: Integrated coastal zone management (ICZM) frameworks are adopted in key tourism hotspots.</p> <p>4: Global Sustainable Tourism Criteria (GSTC) are adopted as framework by governments and large institutional purchasers.</p>	<p>1. Number of new policies from members that integrate sustainability into national and regional tourism master plans.</p> <p>2. Quantitative instruments for measuring economic, social, and environmental impacts of tourism have been incorporated into statistical reporting in at least two countries.</p> <p>3. Integrated coastal zone management plans have been implemented in at least two countries.</p> <p>4. Number of organizations that adopt the GSTC.</p>	<p>1. Compilation of tourism master plans that incorporate key elements of the policy recommendations.</p> <p>2. Statistical reports that indicate economic spillover from tourism and social indicators in addition to number of visitors.</p> <p>3. Compilation of ICZM frameworks that contain sustainability parameters.</p> <p>4. Compilation of corporate and governmental policies and practices of key tourism stakeholders.</p>	<p>Transparent and effective policy frameworks.</p>
<p><b>Scaling up and replicating successful projects, publications, training materials, and tools in other regions.</b></p>	<p>Successful ITF-STD and Partnership projects will be implemented in regions different from where they were developed.</p>	<p>1. Number of projects implemented in new regions.</p> <p>2. Requests for and dissemination of tools, training, and documentation of these projects and tools.</p>	<p>1. Compilation of projects, indicating origin, place of current implementation, and adaptations made.</p> <p>2. Number of documented requests and disseminated for information in different regions.</p> <p>3. Number of academic and non-academic publications that use or incorporate this material.</p>	<ul style="list-style-type: none"> <li>• Each demonstration project will embrace the sociocultural dimension of sustainable tourism development.</li> <li>• Projects will seek partnerships at the local level.</li> <li>• This process will draw</li> </ul>

Intervention Logic				
Outcome/ Result	Outputs	Output objectively verifiable indicators	Means of verification	Assumptions
				from the social and cultural criteria presented in the Global Sustainable Tourism Criteria (GSTC), as well as the UNEP Guidelines for Social Life Cycle Assessment.
<b>Developing new projects and tools that foster the implementation and monitoring of innovative management practises and technologies.</b>	At least three new tools are developed for assisting sustainable tourism development.	<ol style="list-style-type: none"> <li>1. Number of new tools developed.</li> <li>2. Number of pilot implementations of the tools.</li> </ol>	Evidence of the dissemination and use of the new tools.	<p>Tool development will follow a three-step process:</p> <ol style="list-style-type: none"> <li>1. <i>Tools conception/adaptation</i>: tools will be developed or adapted to the specific target (business sector, public sector, or consumers).</li> <li>2. <i>Demonstration</i>: effectiveness will be tested and demonstrated through field projects and bilateral partnerships with key partners in the tourism sector.</li> <li>3. <i>Dissemination</i>: disseminate directly and through networks the tools that have been developed or adapted, and which have demonstrated effectiveness.</li> </ol>

Intervention Logic				
Outcome/ Result	Outputs	Output objectively verifiable indicators	Means of verification	Assumptions
<p><b>Building networks and partnerships of enterprises, countries, and other institutions, as well as promoting <i>ad hoc</i> partnerships, to support the implementation of Partnership activities, and in particular the conception and adaptation of tools, their demonstration and dissemination.</b></p> <p><i>This will include supporting existing networks, such as the Tourism Sustainability Council, Destinet, the Tour Operators' Initiative, the Sustainable Investment and Finance in Tourism (SIFT) Network, Central American Tourism Integration System (SITCA), and others.</i></p>	<p><u>Partnership on global sustainable tourism criteria</u></p> <ol style="list-style-type: none"> <li>1 Implementation of an accreditation standard for certification programmes based on the Global Sustainable Tourism Criteria (GSTC).</li> <li>2 Implementation of at least one pilot project/test integrating the GSTC at national, regional, or at a destination level.</li> </ol>	<ol style="list-style-type: none"> <li>1 Adoption of the GSTC-based accreditation standard by at least 10 certification programmes.</li> <li>2 One pilot test/project</li> </ol>	<ol style="list-style-type: none"> <li>1 Documentation of incorporation of GSTC into sustainable tourism certification standards.</li> <li>2 Documentation on pilot test/project</li> </ol>	<p>TSC accreditation standard and procedures will be implemented.</p>
	<p><u>Network for sustainable investment and financing in tourism</u></p> <ol style="list-style-type: none"> <li>1. Development of guidelines and criteria for the financial and investment sector</li> <li>2. Pilot testing of a sustainable investment or financing model on a national, regional, or destination level</li> </ol>	<ol style="list-style-type: none"> <li>1. Published guidelines for sustainable investment and financing in the tourism sector</li> <li>2. At least one pilot project initiated by the sustainable investment and financing in tourism network</li> </ol>	<ol style="list-style-type: none"> <li>1. Published guidelines</li> <li>2. Documentation of sustainable financing and investment in tourism activities.</li> </ol>	<p>SIFT network receives sufficient financing to begin substantive activities.</p>
	<p><u>New ad-hoc network:</u> Incorporation of at least one African Francophone network into the Partnership.</p>	<p>Name and projects of African sustainable tourism networks in the Partnership.</p>	<p>Documentation of participation by African networks in the Partnership.</p>	<p>Interest by existing African tourism networks in joining the Partnership.</p>