

Wadden Sea Board

**WSB 21
17 November 2017
Vester Vested, Denmark**



Agenda Item: 5.1 World Heritage
Subject: TG-STs Progress Report
Document No. WSB 21/5.1/2
Date: 02 November 2017
Submitted by: TG-STs

The attached TG-STs progress report provides an overview on what has been achieved since 2014 in implementing the strategy, and how to continue the work in the forthcoming period 2018 – 2022.

The meeting is referred to the proposal in the document in Section 9. Conclusion (page 7 - 9).

Proposal: The meeting is invited to consider the document as appropriate and is referred to the proposal in the document (page 9)

TG-STs Report 2014 - 2017

1. Background

The adoption and signing of a trilateral sustainable strategy at the 12th Trilateral Governmental Conference on the Protection of the Wadden Sea in Toender, February 2014, was an important milestone in the Trilateral Cooperation.

The ministers

12. Welcome the joint strategy “Sustainable Tourism in the Wadden Sea World Heritage”, as in Annex 1, as a shared responsibility of governments and stakeholders and their willingness to jointly implement it, and instruct the WSB to oversee the implementation of the strategy and action plan.

13. Regard the Strategy as a contribution to the aims and objectives of the World Heritage Convention and the implementation of its sustainable tourism programme.

The report provides an overview on what has been achieved since 2014 in implementing the strategy, and how to continue the work in the forthcoming period 2018 – 2022.

2. Sustainable Tourism Strategy and Action Plan

With the inscription of the Wadden Sea on the World Heritage List, the World Heritage Committee requested the States Parties “to prepare and implement an overall Tourism Development Strategy for the property that fully considers the integrity and ecological requirements of the property and that provides a consistent approach to tourism operations in the property” (33 COM 8B.4, Request No. 5).

In order to implement the request of the World Heritage Committee, the State Parties Denmark, Germany and The Netherlands established a trilateral Task Group Sustainable Tourism Strategy (TG-STs) in 2010 with participation of tourism stakeholders and NGOs to develop a joint strategy and action plan.

The development of the strategy and action plan was financed through the project “PROWAD: Protect and Prosper – Sustainable Tourism in the Wadden Sea” co-financed by the INTERREG IV B North Sea Region Programme, running from 2012 – 2015 with a total budget of € 1.6 million (www.prowad.org).

The **transnational strategy** on “Sustainable Tourism in the Wadden Sea World Heritage Destination” which was adopted and signed at the Trilateral Governmental Conference in February 2014 is a milestone in the transboundary cooperation between tourism sector, nature conservation and economy (tourism) administrations, regional, local stakeholders and nature NGOs.

The strategy is now an approved framework for cooperation in order to contribute to the protection of the nature values of the Wadden Sea and at the same time provide benefits for local communities and businesses. It defines the World Heritage

destination, the vision, and explains the main elements of sustainable tourism in the Wadden Sea. The four strategic objectives for all work fields and are implemented by an **action plan** spanning the period 2014 – 2017.

3. Trilateral network on sustainable tourism

As result of the PROWAD project, a working structure has now been established in all three countries to officially implement the tourism strategy and action plan. The new transnational network of regional working groups is in charge of coordinating regional implementation and transnational activities.

The Netherlands: Wadden Sea World Heritage Steering Group (Senior Officials from Ministry of Economic Affairs, provinces and municipalities), which supervises the “Working Group Wadden Sea World Heritage” with representatives from the Ministry of Economic Affairs, provinces, municipalities, tourism and marketing organizations and boards and NGOs.

Lower Saxony: The Working Group Wadden Sea World Heritage Lower Saxony was officially established in September 2014 and is jointly chaired by the Ministries of Economic Affairs and Environment with representatives from all stakeholder groups relevant for the implementation of the Action Plan. The working group was established in 2009 and was extended with representatives from the public transport sector.

Schleswig-Holstein: Regional working group “Weltnaturerbe AG Westküste & Trägergruppe Fahrtziel Natur”, chaired by the tourism and marketing organization NTS with participation of all regionally relevant stakeholders. The working group exists since 2009 and was extended in 2014 to include representatives from the public transport sector.

Denmark: Working Group on Wadden Sea World Heritage was officially established as of 1 January 2015, but already began working in September 2014, as part of the transnational PROWAD Sustainable Tourism Strategy network. Regular meetings are carried out monthly. The working group consists of the Ministry of Environment and Food, National Park, Municipalities and the Tourism Destination (and thus comprise all stakeholders in the area).

Trilateral: At CWSS a (temporary) a position of a Sustainable Tourism Strategy Project Officer was established. In the context of the ongoing implementation of the STS and WH strategies as requested by UNESCO, the post plays a significant role to the Secretariat’s efforts to enhance the sense of ownership regarding the Wadden Sea World Heritage and to build a tight, multi-level, cross-border community.

A feasibility study of World Heritage **Cooperation Program for Business Partners** (2015) provided an overview of existing programs and cooperation initiatives in the entire Wadden Region that are relevant to the Wadden Sea World Heritage site and analysing the benefits of and opportunities for a transnational World Heritage cooperation program with businesses and establishing how this can contribute to protecting the OUV. The study shows the challenges of establishing a transnational consistent approach of business cooperation with the same standards and quality in all Wadden Sea regions, but also shows the need as well as the potential for such a World Heritage Programme.

A trilateral workshop in December 2016 developed a framework for a trilateral business cooperation programme which was adopted by WSB March 2017.

http://www.waddensea-secretariat.org/sites/default/files/Meeting_Documents/WSB/WSB19/wsb_19-5-1-1-report-coop-program-2017-02-01.pdf

Regional / Bilateral Projects

Two Interreg 5A projects dealing with the implementation of the STS have started (see below). Further projects are in the application phase (trilateral/north sea wide: PROWAD Link, regional: ITI/EFRE in Schleswig-Holstein):

- **WaddenAgenda** with project partners in Lower Saxony and the Netherlands started 2016 with the aim to enhance awareness and knowledge, to develop sustainable nature experience offers and to communicate the Wadden Sea World Heritage. Current activities cover
 - Development of e-learning modules for Dutch and Lower-Saxon stakeholders including linking to the PROWAD roadshow concept prepared in PROWAD.
 - Wadden Sea package deals are in progress. An exchange with the NaKuWa project is in preparation,
 - Development of a Wadden Sea Hiking Guide which should be produced in the WH design.
 - Interpretation for kids: story booklets with easy to identify figures are developed. Ms Pruyt invited the partners to adapt the concept for their region.
- **NaKuWa** „Nachhaltiger Natur- und Kulturismus im Weltnaturerbe Wattenmeer“ with project partners from Schleswig-Holstein and Denmark runs since April 2017 with a “soft start” (no content activities yet as a product development strategy is still to be approved by Interreg-secretariat, kick-off event on 16 November 2017). The project will address:
 - Sustainable cultural experiences (development of packages),
 - World Heritage by bicycle (bike packages, marketing material),
 - Hiking through the Wadden Sea,
 - Bird watching (a.o. training guides, code of conduct, bookable packages),
 - Sustainable transport (connect regional routes/nature offers with sustainable transportation).

4. World Heritage communication

Several new, high-quality World Heritage products (e.g. a set of local World Heritage flyers and itineraries, an animated video, educational posters), all in four languages, have been developed and are used transnationally. A variety of World Heritage material has been developed for different target audiences and multipliers to promote sustainable tourism and nature experiences of the Wadden Sea.

Best practice examples on how stakeholders have engaged with World Heritage and nature conservation and at the same time profited from it economically are presented in **video interviews**. In total, 11 interviews were conducted (length max 2 min) in May 2015 and published on the World Heritage YouTube channel and linked to websites and facebook sites of the PROWAD partners. The high quality material can also be used by the entrepreneurs in their communication, e.g. as National Park partners.

An **animated video** (short clip of about 4:30min) was produced and published in four languages to explain in an entertaining way the meaning of the Wadden Sea World Heritage Site and how visitors can experience it in a sustainable way. The video targets visitors (children and adults) and both the tourism and education sector are encouraged to use the video in their communication.

Link to World Heritage video clips:

<https://www.youtube.com/channel/UCYRzxEiSHoolO34pDaiObsw/videos#>

A **roadshow concept** and pilot were developed and inaugurated in June 2015 with roadshow stops in 14 Tourism Information Centres in Lower Saxony. The roadshow targeted the employees of local tourist information centres and other service-orientated facilities with direct B2C contacts. The concept was locally very well received and showed the great interest and the demand for easy accessible information and tools developed by PROWAD. The objective to use the results of the PROWAD project also as an instrument to bring the local National Park House and the local Tourist Information together in order to strengthen their cooperation worked out well. The concept of the roadshow and its information for different target groups provides basic information as input for the development of planned E-learning modules e.g. Waddenagenda and NaKuWa to ensure consistency in information and training flow for (repeating) participants.

A consortium consisting of a Dutch and German company prepared a World Heritage **campaign concept** with the support of the PROWAD partners in 2015. The concept was presented to the regional stakeholders (marketing organizations in the Netherlands and Germany), TG-STs, TG-WH und WSB. In 2016, WSB 18 approved a revised campaign concept covering social media and preparation of WH contents for communication and marketing. The implementation of the trilateral campaign is delayed because of lack in funding. However, the **social media** part of the concept will start with a trilateral which will be held 30.11. – 1.12.2017 in Hamburg, organized by CWSS and with participants from all Wadden Sea regions that are involved in regional social media activities.

Stakeholder Toolkit for Communication and Marketing: The toolkit was created to help bring consistency to the Wadden Sea World Heritage communication and to provide stakeholders with an overview of and easy access to marketing materials and guidelines. A USB Flash Drive Card contains all material developed by PROWAD.

“Glocal” World Heritage Flyer: Jointly developed and locally adapted flyers enhance the local visibility and understanding of the Wadden Sea as a World Heritage in the various regions along the Wadden Sea coast and give a concrete access to the Wadden Sea World Heritage in the specific regions. Flyers are completed and distributed: Germany: 9 regional WH flyers (151.000 copies in two editions, a third edition is printed in 2017) / The Netherlands: 9 regional WH flyers (45.000 copies) / Denmark: 6 regional WH flyers (30.000 copies).

A **Merchandising Concept Study** defined the parameters to establish a merchandising program for the “Wadden Sea – World Heritage” (WS/WH) brand. In a pilot project, first steps for the implementation of the merchandising concept were initiated and licensing agreement was initiated in July 2014 to gather more experience in the field of licensing. In 2017, suggestion for further merchandising products have been compiled which are currently being assessed by TG-STs.

5. Sustainable tourism products and offers

This chapter summarized the main outcome delivered since 2014.

The report "**Travel and Protect**" (PROWAD 2014) compiles and analyses tourism compensation measures for touristic use in sensitive nature areas. The study contributes to the discussion on the introduction of financial instruments such as entrance fees, user fees, concession fees, etc. for the touristic "use" of nature in the Wadden Sea Region. An inventory of sustainable tourism offers (listing of existing tourism products and offers) was prepared for the first time, it covers all regions in the Wadden Sea with the aim to identify and analyse common and different approaches in the various regions.

The study "Offers and marketing of **touristic bird watching** in the Wadden Sea World Heritage Destination" was conducted between April and June 2015. It analyses available bird watching offers and their marketing in all parts of the Wadden Sea World Heritage site. Besides, the study showcases best practice examples of offers and gives further recommendations for tour operators, regions and destinations concerning, among others things, marketing, communication, partnerships, accessibility, sustainability and arrangements in order to help to tap the potential of touristic bird watching offers. The study concludes that bird watching can be a strong tool in communicating the OUV and promoting the WH. Sustainability and zero/minimal disturbance of the birds are key factors to be fulfilled. Outcome will directly feed into a planned work package in the NaKuWa project.

A guideline for the creation of sustainable and environmentally friendly **World Heritage package holidays** was developed as a case study in the National Park Lower Saxony in 2015 together with the marketing organisation Die Nordsee GmbH. The objective of the guideline is the creation of a package holiday which is economically, ecologically, socially and culturally sustainable and whose content is in harmony with the OUV of the WH Wadden Sea. The guideline's target group are mainly tour operators, destination management organisations and incoming agencies. Information as well as recommended courses of action is given in order to develop a cross-location holiday package with the tourism destination Lower Saxon North Sea as an example. Building on these findings, a workshop in the project Waddenagenda was conducted in May 2017.

Travel itineraries about how to experience the Wadden Sea World Heritage in seven days were developed for all four regions and initially presented during the tourism fair ITB in Berlin in March 2015. As the concept was very well received by partners and visitors, the itineraries were updated, translated into four languages, and a new layout version was prepared. They are available as hand-outs (pdf download) and will be integrated online into the new WH webpage as an ongoing activity beyond the duration of the PROWAD project

In 2017, the preparation of a trilateral **Wadden Sea World Heritage Guide** continued. With the PROWAD project, all partners delivered input to showcase how the World Heritage can be experienced in their region. The material was offered to a German publisher (Wachholtz Verlag) in 2016 with the aim to publish it in 2018. A Dutch publisher has been contacted and it interested to publish a Dutch version of the guide.

The Wadden Sea World Heritage was presented at the World's leading tourism fair, the **ITB in Berlin** in 2015, 2016 and 2017 in cooperation with the UNESCO WH

Sustainable Programme and with increasing support by tourism organization and other partners. The preparation of ITB March 2018 was endorsed by WSB in June 2017 and will be carried out by a small expert group under TG-STs.

6. Market research

A PROWAD World Heritage pilot visitor survey was conducted for the first time covering the entire German Wadden Sea coast in 2013 and published in 2014. The survey was developed jointly with all partners in the Netherlands, Germany and Denmark. It could be shown that the interest in the Wadden Sea World Heritage and how to experience the OUV has increased amongst visitors since the inscription in 2009.

The survey clearly showed the added value of a transnational coordinated approach and recommends the extension of the pilot survey to the entire World Heritage Destination. Furthermore, it provides information for SMEs to enable them optimise existing and develop future tourism products, analyse customer satisfaction, and to adapt marketing and communication activities for specific target audiences. The study also showed the socio-economic value of sustainable nature tourism.

The results of the study were also confirmed by visitor surveys carried out in the other regions.

A second similar survey is being carried out in Germany in spring, summer and autumn 2017, financed by the National Park administrations Schleswig-Holstein and Lower-Saxony (results expected in 2018).

7. Monitoring and reporting

In the framework of the Quality Status Report (QSR) 2016, tourism data from the entire Wadden Sea World Heritage Destination were compiled and assessed. The work was carried out by a consortium of Danish, Dutch and German tourism experts with support of the TG-STs. The final draft of the tourism chapter was submitted the QSR Editorial Board and TG-STs in June 2016.

9. Conclusion

The activities carried out in the period 2014 - 2017 have resulted in an increased integration of World Heritage in training and qualification of tourism stakeholders. Strengthened the cooperation with other sectors on behalf of World Heritage promotion and communication. Reinforced participation in partnership programmes, in World Heritage workshops and awareness campaigns, and in nature conservation projects.

9.1 Resources for collaboration and coordination

Taking into account the complexity of activities because of high number of various work themes, of involved stakeholder groups from various sectors on local, regional and national level (governments and private partners), as well as different funding schemes, an efficient network and coordination on all levels is necessary. With so many actors involved active collaboration and communication among the trilateral, national and regional levels and among stakeholders is vital to efficiently performing that maintains the goals and aspirations of the World Heritage. Network coordinators including a trilateral coordination of World Heritage sustainable tourism at the CWSS

have been established but sometimes either only on project basis and or with limited time resources for trilateral tasks. There is a risk that with lacking project funding and staff the transnational WH activities cannot be carried out longer. Therefore, sufficient resources should be made available at CWSS and at local level to support efficient trilateral communication and to establish a culture of collaboration that will serve the WSWH, the trilateral cooperation and each local entity.

9.2 Develop / Update Action Plan

The STS Action Plan of 2013 consists of 72 actions (see [Annex 3](#)), from which about 45 have been categorized as high priority. 12 of the high priority have not yet been implemented mainly due to lack of resources, whereas 27 are ongoing (most of these address long-term activities such as training and information of tourism stakeholders), and six have been concluded (such as WH toolkit, WH sign posts, WH brand paper and glocal flyers).

The SWOT analysis of the Action Plan ([Annex 1.1](#)) revealed the strength and the opportunities, but also a number of weaknesses mainly due to lack of resources in implementing the plan, but also with regard to setting priorities and defining **SMART** (Specific – Measurable – Assignable – Realistic – Time-related) goals and assessing the impact of the single activities.

TG-STs regarded the development of a **joint WH marketing plan** for the Danish-Dutch-German Wadden Sea as the main goal for the next period. Sufficient resources should therefore be made available trilaterally. The focus should be on practical work and implementation at the local level.

TG-STs will therefore update the current action plan to integrate these aspects and make the action plan more tangible for stakeholders.

9.3 Roles and responsibilities of TG-STs

TG-STs also discussed the functioning of the TG-STs with the aim to further improve the effectiveness of the TG work for the period 2018 – 2022 ([Annex 1.2](#)).

All TG-STs members reconfirmed their strong commitment to cooperate trilaterally with the TG-STs as a steering group and an exchange platform for all organizations related to WH tourism activities.

However, role and responsibilities of TG-STs in decision making was sometimes regarded as unclear (what can TG-STs decide and relation to TG-WH and WSB? e.g. decisions on merchandising or projects such as PROWAD). A more concrete mandate should be given to TG-STs which would also help to better involve tourism associations and to connect to the working level in the regions.

TG-STs recommended that the mandate of TG-STs should be more clearly defined in the Terms of References (current ToR in [Annex 2](#)) in specific with regard to the Wadden Sea WH logo and the WH brand to avoid overlap with TG-WH and WSB. The meeting also suggested a representation of the TG-STs chairman at WSB meeting.

Furthermore, it was strongly recommended that sufficient resources should be made available at CWSS for coordination and implementation of the STS (Sustainable

Tourism Project Officer) and to better connect local levels with each other (apply SMART approach).

Proposal

- **WSB to provide** sufficient resources at CWSS for coordination and implementation of the STS (Sustainable Tourism Project Officer) and to better connect local levels in the three countries with each other, the STS and the Action Plan.
- **WSB to acknowledge** the broad support of the tourism sector to protect and maintain the OUV by jointly implementing the Sustainable Tourism Strategy and action plan as shared responsibility of governments and stakeholders, supporting the World Heritage Convention and implementing the request by the WH Committee.
- **WSB to instruct** TG-STs to prepare a revised Action Plan 2018 - 2022 to jointly implement the Sustainable Tourism Strategy applying the SMART approach.
- **WSB to define** mandate and responsibilities of TG-STs in relation to decision-making regarding the Wadden Sea WH brand and representation of the TG-STs chairman at WSB meetings.

ANNEX 1 SWOT ANALYSIS

1. SWOT Analysis Implementation Action Plan 2013

Analysis of the implementation progress of the Action Plan (version 2013) as input to the development of an updated Action Plan for 2018 - 2022

<p>Strength</p> <ol style="list-style-type: none"> 1. World Heritage as strong, common ground. 2. First trilateral framework for STS implementation as a strong and visible coordinated approach. 3. Recognized framework for regional stakeholders (e.g. local and regional implementation of projects and activities). 4. Broad involvement of stakeholders. 5. Communication tool to multipliers and international audiences (UNESCO). 6. By linking priorities trilaterally and regionally greater capacity to attract financial support, e.g. application for project funding (INTERREG A, Leader, etc.) 7. Of 45 actions (high priority), 6 have been done, and 27 are ongoing / continuing. 	<p>Weakness</p> <ol style="list-style-type: none"> 1. Impact of activities (outcome, results) is not described or assessed in Action Plan. 2. 'SMART' approach lacking. 3. Priority setting not related to goals. 4. No formal commitment from partners and coordination of implementation (timing, funding, products). 5. Specific budget as core financing is lacking on trilateral and national level for joint financing (except in PROWAD project). 6. Regional activities are not always connected / communicated to action plan. 7. Of 45 action (high priority), 12 have not yet started, are delayed or postponed. 8. Information exchange outside joint projects difficult.
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Creating synergies by connecting / collaborating in joint activities. 2. Strengthening the profile of STS internationally and locally. 3. Providing know-how and sharing it with partners (knowledge partnerships) when working cross border and cross sectoral. 4. Connecting local actions with trilateral and global level (UNESCO). 5. Steady correlation between regional relations/actions and trilateral, global alignment ensure strong impact on regional, national and international image. 	<p>Risks</p> <ol style="list-style-type: none"> 1. Lacking resources at national level and at CWSS to support / conduct activities. 2. Action Plan not taken up by regional and local stakeholders and partners, 3. Priority areas focusing on regional actions rather than trilateral context → loss of ONE entity status of work/image. 4. Cross- regional linkages and alignments not fully covered by bilateral projects.

2. SWOT Analysis TG-STs

Analysis of the functioning of the TG-STs with the aim to further improve the effectiveness of the TG work for the period 2018 – 2022 (see also TG-STs Terms of Reference in [Annex 2](#))

<p>Strength</p> <ol style="list-style-type: none"> 1. TG-STs as steering group and exchange / information platform for all WH related tourism activities. 2. Representation of networks from tourism sector, regional administrations / national parks, and green NGOs. 3. Expertise in sustainable tourism, marketing and communication (e.g. developing the STS) 4. Independent chairman. 5. Commitment to WH and OUV. • .. • ... 	<p>Weakness</p> <ol style="list-style-type: none"> 1. TG-STs too far away from working level. Local entrepreneur not sufficiently involved. 2. Role and responsibilities of TG-STs in decision making sometimes unclear (what can TG-STs decide and relation to TG-WH and WSB). 3. Decision-making often takes too long. 4. Limited time and resources of TG members. 5. Tourism associations not fully involved. 6. Participation at meetings not always ensured. 7. Insufficient communication of TG-STs's role and achievements (internal, trilateral, international).
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Trilateral knowledge partnership for sustainable tourism in the WS WH destination. 2. Connect local and regional networks for mutual benefit (synergies). 3. Application of new, external budgets (e.g. PROWAD). 4. Role model for other trilateral groups and internationally (UNESCO). 	<p>Risks</p> <ol style="list-style-type: none"> 1. Lacking support of TG-STs work, 2. Reduced influence of TG-STs at trilateral level (WSB). 3. No coherent message on STS and OUV.

ANNEX 2**TASK GROUP SUSTAINABLE TOURISM STRATEGY
(TG-STs)****Terms of Reference**

2014 – 2018

The joint implementation of the strategy on “Sustainable Tourism in the Wadden Sea World Heritage Destination” is an important work theme for the Cooperation in the coming period according to the Tønder Declaration (TD §§ 11-13). The work contributes to the World Heritage Strategy (TD § 5) and the aims and objectives of the World Heritage Convention.

Objective

Coordinate and oversee the implementation of the strategy for sustainable tourism and the action plan in a participatory approach with the relevant stakeholders.

Tasks

- (1) Elaborate an implementation plan of the strategy and action plan together with the relevant stakeholders for approval by the WSB.
- (2) Coordinate and oversee the implementation plan both in terms of its contents and financially.
- (3) Promote and enhance the cooperation between the regions and sectors on sustainable tourism including the exchange of relevant information and coordination between regional projects.
- (4) Ensure coordination with activities in the field of tourism in the context of the World Heritage Convention and with activities of the Task Group World Heritage (TG-WH).
- (5) Prepare annual reports on the implementation of the strategy for discussion and approval by the Board and the further development of the Business Plan including, as appropriate, signalling of issues to be solved by the Board.

Deliverables

- 1) Implementation Plan 2014-18 for strategy on “Sustainable tourism in the Wadden Sea World Heritage Destination”.
- 2) Annual Progress Reports on the status of the implementation plan.

Composition/Membership

- Chairperson /with experience in sustainable tourism and nature conservation),
- Representatives from relevant government authorities, the tourism sector and nature NGOs, i.e. 2 to 4 representatives per region (1-2 GO, 1-2 tourism and marketing sector depending on the regional structure) and 2 green NGOs (WWF, Waddenvereniging)

Time schedule

2014-18

ANNEX 3

Action Plan (final version 03.05.2013)
Implementation STATUS (September 2017)

No.	Strategies and Actions	Priority	Status (Sept. 2017)
	Objective 1 Enhance understanding and appreciation of Wadden Sea World Heritage		
1.0	1. Raise awareness and visibility of World Heritage amongst stakeholders of its benefits for conservation and sustainable tourism (create communication strategy and tools)		
1.1	Preparation on information packages for various target groups (flyer, presentation, website) on existing and potential economic benefits of nature conservation.	High	To be done. Will be addressed by PROWAD LINK.
1.2	Material for internal marketing ("WH bible"): establish regular information flow to local entrepreneurs and tourist information (print and website) tailored to the needs of the stakeholders and their marketing activities (e.g. best practice and hands-on examples).	High	Ongoing / delayed
1.3	WH tool box for entrepreneurs (WH texts for various communication channels, photos, adverts, stories, WH product catalogue with prices, online catalogue with products)	High	DONE
1.4	Establish a "Wadden Sea World Heritage Day" with common date, motto and activities.	High	Ongoing / delayed
1.5	Establish further events for locals and visitors to communicate the world heritage and to create awareness for the OUV,e.g. art and culture in the world heritage region (such as the daily painting idea or the planned Wadden Summer for 2013)	Medium	Ongoing
1.6	Continue story campaign in 2014 and improve the utilisation of results for marketing and communication.	Medium	
1.7	Extend official WH website as a central hub for WH information of stakeholders	High	Ongoing. Merger WH and CWSS website)
1.8	Offer talks on World Heritage for locals, regional clubs, etc. for consistent communication.	Medium	
1.9	Establish a regular forum for debates on the current activities in the region for touristic service providers and other multipliers.	Medium	
1.10	Enhance the visibility of the Wadden Sea World Heritage by jointly developing a consistent set of eye-catchers e.g. World Heritage traffic signs not only for the highways but also for the coastal towns.	High	DONE
2.0	2. Provide stakeholders with the capacity and tools to manage tourism efficiently, responsibly and sustainably based on the local context and needs (qualification and training, best practice examples, education, information sharing, networking).		
2.1	Developing of a joint concept for WH qualification and training for stakeholders to ensure a high quality and consistency of training throughout the entire World Heritage (tailor-made training curriculum / training contents, specification of education needs, depending on the target group).	High	Delayed. Ongoing in Wadden-Agenda. Will be addressed in PROWAD LINK
2.2	Provide sufficient resources to enable tourism stakeholder to participate in training and educational programmes.	Medium	
2.3	Exchange information on existing training programmes and information events to be published on the World Heritage website.	High	Delayed / Submit Info to CWS (all TG-STs members)
2.4	Development of tailor-made English courses for service providers for an active use of English language incl. communication and rhetoric training.	Medium	
2.5	Training courses for education and upgrading of the local labour force to being qualified to meet the (new) job market.	Medium	
2.6	Integrate nature conservation, sustainability in tourism and World Heritage in professional training of tourism sector (tourism studies at schools and universities, internal training).	Medium	
3.0	3. Develop educational resources and to enhance pride and identification in relation to the Wadden Sea World Heritage (info centres, schools, universities, job training).		
3.1	IWSS as coordinator of World Heritage education and to bundle existing programmes and activities on regional level. Continuation of existing successful cooperation with info centers, education programmes, annual workshops, and integration of World Heritage.	High	Ongoing (by WWF). Budget for 2017 - 2019 provided by WSB
3.2	Develop educational material in cooperation with info centres to provide multipliers and educational sector with adequate material about Wadden Sea World Heritage.	Medium	Ongoing
3.3	Integration of World Heritage into existing educational programmes on regional and national level (e.g. Junior Ranger, My Wadden Sea)	Medium	Ongoing
3.4	Develop a concept for a cooperation with educational sector	Medium	

	(kindergarten, schools, universities) and development of curricula with Wadden Sea themes.		
3.5	Establish a Wadden Sea World Heritage Identity (pride and identification of stakeholders) and emotional access to World Heritage amongst children and adults, visitors and locals.	High	Ongoing
	Objective 2 Involving stakeholders in tourism management and product development		
4.0	4. Prepare a tourism management and planning scheme for the entire World Heritage that is in line with the OUV of the property (visitor management and guidance, monitoring and assessment of tourism impacts on nature values, infrastructure and sustainable transport),		
4.0	Tourism and Visitor management		
4.1	Involve tourism sector in planning , implementation and communication of regional / local conservation / management projects to minimize/maintain low level of impacts from recreational activities on OUV.	Medium	
4.2	Setting up a consistent visitor management plan for the entire World Heritage defining visitor monitoring instruments (see 4.3) , visitor guidance and information (see 4.6, 4.7) to avoid/minimize impacts of tourism on OUV.	Medium	
4.3	Development of a monitoring and reporting system to assess impact of tourism on nature values and socio-economy (e.g. monitoring visitor numbers at hot-spots, info centres, sensitive areas, employment and income).	High	Delayed / not started
4.4	Harmonization of basic tourism indicator (no. visitors, overnight,) to assess and compare trends in tourism developments in the Wadden Sea regions (taking into account Eurostat developments)	High	Discuss QSR 2016 results and recommendations.
4.5	Develop a code of conduct on tourism activities at a World Heritage Site for communication to tourism stakeholders and tourists.	High	Ongoing on regional level.
4.6	Consistent integration of World Heritage in existing Wadden Sea exhibitions and visitor information systems , and their improvement and further development.	High	Ongoing
4.7	Development of new visitor information system in cooperation with stakeholders to ensure a consistent approach for the entire Wadden Sea (use experiences from Germany)	Medium	
4.8	Develop proposal for a WH wide visitor survey concept based on a PROWAD pilot survey in Germany in 2013.	Medium	PROWAD Link
4.9	Compile data for a bi-annual tourism barometer / quality monitor for tourism service providers.	Medium	
4.10	Create local (long-term) development strategies for existing and new tourism facilities in the coastal zone and adjacent areas in order to contribute to optimize the tourism flows in relation to sensitive Wadden Sea locations	Medium	
4.11	Sustainable Transport		
4.11	Establish regional forums to coordinate and promote sustainable transport and improve public traffic infrastructure for tourism with the aim to improve access to the destination and to contribute to a climate friendly Wadden Sea (e.g. sustainable transport & mobility masterplan)	Medium	
4.12	Engage transport companies (ferries, trains, busses) in planning and management of sustainable transport to and within the World Heritage destination (e.g. Fahrtziel Natur, Urlauberbus) and to enhance guest satisfaction (e.g. as national park partners)	High	ongoing on regional level
4.13	Provide, offer and promote (well-proced) travelling to and from destination by train (e.g. Fahrtziel Natur, RIT Tickets) combined with pick up/drop off service by accommodation	High	ongoing on regional level
4.14	Enhance communication of existing public transport offers to tourism stakeholders and their guest. Share best practice examples from other regions.	High	ongoing on regional level
4.15	Develop and promote cross-border hiking and biking facilities along Wadden Sea coast (e.g. improve sign posts, develop theme routes, transport facilities to and in the area, integrate North Sea cycle route).	Medium	
4.16	Develop a concept to improve the maritime infrastructure across the entire World Heritage site.	Medium	
5.0	5. Provide a strong World Heritage brand as starting point for development of quality products, services and facilities (with common standards and quality schemes),		
5.1	Prepare a description of the brand "Wadden Sea World Heritage" to ensure an understanding and a consistent use of brand by stakeholders.	High	DONE
5.2	Develop a trilateral brand strategy how World Heritage can be applied by the stakeholders for marketing and communication (consistent use on websites) including a feasibility study for commercial use.	High	Delayed, not started. Part of PROWAD LINK

5.3	Update / amend existing guidelines for the usage of the WH logo by the stakeholders	High	DONE
5.4	Development of a consistent approach for a Wadden Sea wide quality standards for the use of the World Heritage brand in tourism in accommodation, catering and regional products, public transportation and tour-operation, information and interpretation - based on equal high standards and taking into account existing quality labels and certification.	High	Ongoing (partner study), Part of PROWAD LINK
5.5	Enlarge the National Park Partnership initiative (promotion and information, new sectors), integration of World Heritage, and ensure a consistent approach in the entire WH.	High	Ongoing on regional level
5.6	Introduction of Public-Private Partnership schemes in the Wadden Sea on quality labels and certifications with a consistent approach in the entire World Heritage.	High	Delayed, part of PROWAD LINK
5.7	Compile a catalogue of sustainable tourism offers and regional products (based on common quality criteria)	Medium	
5.8	Develop nature experience offers related to World Heritage themes and contents to enable visitors' "magic experience" considering balance between accessibility and vulnerability of places.	High	Ongoing/on regional level
5.9	Develop and promote a programme for climate-friendly accommodations, gastronomy services and leisure activities within the destination.	Medium	
5.10	Developing of an integrated service for visitors of the entire World Heritage, covering sustainable transport, accommodation, gastronomy products, information and interpretation (for example service packages)	Medium	
6.0	6. Develop a sustainable "Wadden Sea World Heritage Destination" in transboundary cooperation as an added value of the World Heritage status		
6.1	Investigate the feasibility of a "Wadden Sea World Heritage Tourism Destination" which contributes to World Heritage protection.	High	DONE
6.2	Develop and implement a concept for a "Wadden Sea World Heritage Tourism Destination"	Medium	Not yet done
6.3	Carry out joint market research (international/national) for the destination.	Medium	Not yet done. Partly covered by ITB presentations.
	Objective 3 Consistent communication and promotion of high quality tourism		
7.0	7. Development of a joint marketing approach for the destination		
7.1	Develop and implement a joint marketing strategy for products, services and facilities (including market research)	High	Delayed, done on regional level
7.2	Joint marketing of existing sustainable products and offers which convey the OUV (concrete themes: bird watching, hiking tours, tidal flats)	High	Delayed on trilateral level. Partly done on regional level. Part of PROWAD LINK
7.3	Develop a World Heritage internet portal with connection to bookable offers in cooperation with other distribution partners (online portals, tour operators, regional booking systems)	Low	Is done on regional level. On trilateral level, WH website will be linked to regional booking portals
7.4	B2B marketing, promote WH offers towards tour operators and travel agencies	Low	
7.5	Cooperate with national tourist organization (e.g in Germany DZT) to integrate Wadden Sea WH themes in international marketing.	High	Ongoing,
	8. Integration of World Heritage marketing in existing regional and national marketing activities		
	9. Continuation of joint communication and information activities to raise profile and visibility of the Wadden Sea World Heritage (locally, nationally and international)		
9.1	Develop and implement a WH information campaign in cooperation with stakeholders	High	Implementation plan for selected themes in preparation (social media). To be done PROWAD LINK

9.2	Develop and implement merchandising concept including business model (based on feasibility study by PROWAD in 2013)	High	Delayed. TG-STs to discuss progress. Part of PROWAD LINK
9.3	Develop and implement concept of an Official WH Guide (App, website, brochure) in four languages.	High	Delayed
9.4	Provide multilingual information on WH on websites of stakeholders	High	Ongoing
9.5	Enhance cooperation with media on World Heritage regionally, nationally, and internationally	High	Ongoing
9.6	Coordinate the use of new media and social media to enhance engagement and information about WH	Medium	in preparation (see 9.1)
9.7	Promote existing Wadden Sea events with link to the WH site at the common website / a joint event calendar in four languages.	Medium	
9.8	Development of local WH-flyers in order to strengthen a concrete local visibility and understanding of WH and identification with WH for touristic stakeholders and visitors (in progress 2013 by PROWAD)	Medium	Done
	Objective 4 Derive benefits for World Heritage and stakeholders		
10.0	10. Increase engagement of stakeholders in trilateral and international activities on World Heritage		
10.1	Participation and commitment of stakeholders in trilateral activities and programmes.	High	Ongoing
10.2	Engagement in UNESCO World Heritage Marine Programme and Tourism Programme (e.g. international workshop on European WH sites, Tönning, 15 - 17 April 2013).	High	Ongoing
10.3	Integration of trilateral and international activities in stakeholder communication.	High	Ongoing / delayed
11.0	11. Promote WH and sustainable tourism as an instrument to maintain and enhance life quality of local communities and sustainable regional development		
11.1	Integrate World Heritage and Wadden Sea Plan in relevant legislation and management plans on all governmental levels.	High	Ongoing
11.2	Investigate impact of World Heritage status on economy, society and culture in the Wadden Sea.	Medium	
12.0	12. Providing financial revenues from high quality tourism for stakeholders as well as for the protection of the World Heritage		
12.1	Investigate possibilities of donations/funding of nature and educational projects from tourism sector.	Medium	Done / Ongoing
12.2	Investigate possibilities of (co)-funding of projects by tourism sector or visitors (see also Rebanks study).	Medium	ongoing
12.3	Investigate cooperation with companies in the regions as donators and multipliers.	Medium	ongoing