



CULTURAL HERITAGE AND SUSTAINABLE TOURISM THEMATIC GROUP

KNOWLEDGE STRATEGY FY 2010-2015

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Acknowledgements

The World Bank benefits from the support of the **Italian Government** in providing funding for the preparation of projects including heritage components. Thanks to this valuable partnership, the World Bank has initiated good practices and is now ready to share them with partners and move forward with its own financing and support of external donors and partners, including stakeholders from the public and private sectors.



1. INTRODUCTION

1.1. **Objective.** The Cultural Heritage and Sustainable Tourism Knowledge Strategy was developed to provide a framework for the thematic group’s work on integrating cultural heritage and sustainable tourism within the World Bank’s development agenda. The Strategy outlines the Bank’s achievements in cultural heritage and sustainable tourism in addition to specific priorities, objectives and needs to ensure progress towards this goal.

1.2. **Mission statement.** The Cultural Heritage and Sustainable Tourism Thematic Group (TG) is a community of practice composed of 119 Bank staff and 137 external members who are interested in and working on cultural heritage and sustainable tourism operations. The mission statement of the TG is to:

- increase awareness of cultural heritage and sustainable tourism as powerful assets and instruments of sustainable economic and social development;
- mainstream preservation and adaptive reuse of cultural heritage as a vehicle for community-driven development and effective poverty reduction; and
- support the Bank’s mission by improving knowledge and producing tools to enhance aid effectiveness.



President Zoellick asking about the details of the restoration of Huguang Huiguan Guild Complex, a cultural heritage site in Chongqing restored with World Bank’s help.

1.3. **Clients.** The TG provides assistance to the Bank’s operational staff in order to enhance the effectiveness of their work in cultural heritage and sustainable tourism and to promote the expansion of the project portfolio. The TG also actively builds awareness of the Bank’s activities by organizing, managing, and participating in knowledge sharing sessions and dissemination, both within the Bank and externally with partners.

1.4. **Sustainable and effective planning.** The strategy outlined in this document plans the activity of the TG for FY 2010-2015, with the overall objective of improving its efficiency and visibility. The Strategy was prepared by the core team in the Urban Anchor and DevComm.¹

1.5. **Results oriented.** By implementing this strategy, the TG will significantly enhance its capacity to better respond to client’s needs through:

- mainstreaming cultural heritage and sustainable tourism in the Bank’s business;
- producing and disseminating research and analytical tools
- supporting operational staff to improve and expand the portfolio;
- enhancing aid effectiveness in the theme; and
- strengthening partnerships with the public and the private sectors.

¹ Urban Anchor Core team - Christianna Johnnides, Guido Licciardi and Berenice Sanchez
DevComm team - Eliana Esposito and Karla Chaman



1.6. **Active members' participation.** The principles of this strategy have been discussed through an innovative participatory process, involving the TG in a survey carried out by DevCom, using Option Finders to tabulate survey results in real time. This process enabled the participants to respond immediately to the results and enhanced the discussion during the two sessions with the TG (See Annex 1: Survey Results, and Annex 2: Survey Analysis). The objective of this exercise was mainly to promote dialogue and facilitate a common understanding amongst TG's members. The survey helped increase understanding by defining the various positions the group members have regarding different aspects of culture, heritage, and tourism. The survey exercise helped to better clarify the role and the goals of the TG including identifying a consistent sector approach within the Bank. The questionnaire consisted of 17 questions divided into four categories:

- general information on the participants (three questions);
- analysis of definitions (three questions);
- priorities for the topic (six questions); and
- the TG (five questions).

1.7. **The questions were developed to promote constructive dialogue.** A group discussion was facilitated after each set of questions, to offer the TG members the opportunity to provide effective inputs to the strategy. This format allowed the participants to engage in a lively debate and offered the chance to share rationale for their answers and discuss the results in depth as they were revealed.

2. BACKGROUND

2.1. **Cultural heritage and sustainable tourism have become inherent elements of the Bank's development assistance to reduce poverty in developing countries.** Research and analysis have demonstrated broadly that conservation, adaptive reuse, and promotion of cultural heritage for sustainable tourism provides an effective and relevant contribution to sustainable economic growth. In fact, cultural heritage and sustainable tourism projects are highly labor intensive and create more jobs locally than other infrastructure projects. In fact, a typical infrastructure project has a 50:50 ratio of local job creation and materials, most likely purchased outside the local area.² However, in cultural heritage and sustainable tourism projects, the share going to local job crea-



The reconstruction of the Mostar Bridge (Bosnia Herzegovina) is amongst the examples of cultural heritage projects completed with Bank's support.

² Donovan D. Rypkema, Measuring the Economic Impacts of Historic Preservation, Presentation at the Cultural Heritage and Sustainable Tourism Thematic Group, The World Bank, April 22, 2009.



tion is 70%, and only 30% is used to purchase materials.

2.2. It is clear that the impact of cultural heritage projects far exceeds the physical limits of specific sites as the multiplier effects on the economy are numerous. These include small and medium enterprise creation, urban upgrading, physical improvement of the urban environment, enhanced opportunities for the private sector, which can benefit greatly from public investment in city cores and nearby heritage sites. Lastly, preserving and reusing key heritage assets facilitates strategic relations among countries, contributes to higher property values in neighboring areas, increasing property tax revenues, and overall additional resources to support local institutions and public services.

2.3. Milestones

- **1997:** Organized its first conference on the theme, "Culture in Sustainable Development", in Washington DC officially demonstrating an interest in cultural assets preservation as an effective development tool.
- **1999:** Co-sponsored with UNESCO and the Italian Government a major conference on Cultural Heritage, "Culture Counts", in Florence, Italy.
- **2000:** Created a dedicated Italian Trust Fund (TF) contributed to frame a more structured and continuous focus on the theme.
- **2001:** Comprehensive study by the Operations Evaluation Department (OED) carried out on the Bank's approach to cultural heritage, highlighting a very encouraging and positive trend, in both lending, results, and aid effectiveness.
- **2004:** UNESCO/World Heritage Center and World Bank Meeting on Cultural and Natural Heritage
- **2004:** Published Culture and Public Action.
- **2007:** Bank participates in the Marrakech Task Force on Sustainable Tourism Development (MTFSTD).
- **2008:** Organized the "Responsible Tourism Days" (RTD), gathering high-level experts to demonstrate how the benefits of tourism are distributed at local level, improving both the social as well as economic well being of a community.
- **2009:** Hosted the technical meeting "Economic Implications of Cultural Heritage Challenges: Climate Change, Disasters Management, and Sustainability."

2.4. **Over time, the Bank's work in supporting cultural heritage and sustainable tourism has evolved substantially.** From an initial project pipeline that sought to "do no harm" to heritage assets, the Bank has moved into investing in a new generation of projects aiming at leveraging heritage assets to achieve local economic development and poverty reduction through sustainable tourism.

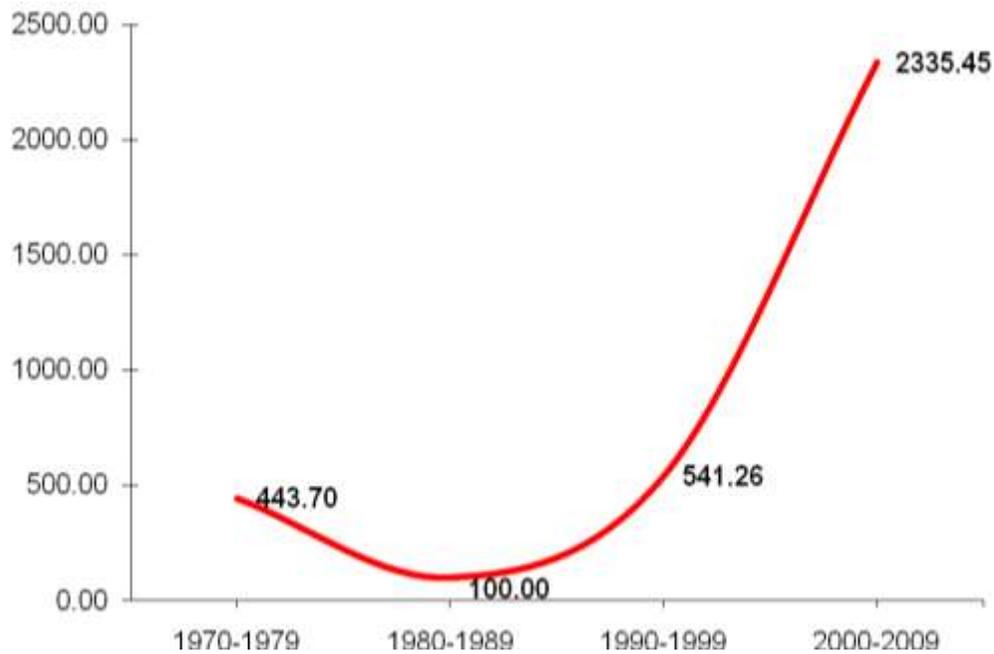
2.5. **Transformation of the Bank's approach to cultural heritage and sustainable tourism.** Tourism has had a relevant presence in the Bank's portfolio since the early 1970's, however due to the redirection of the Bank's priorities, investments in tourism which had mainly focused on hotels, took a dramatic downturn during the 1980s. Interest in the sector regained momentum in the late 1990s and continues with a recent upswing after 2000. Presently, approximately 80% of Poverty Reduction Strategy Papers (PRSP) and Country Assistance Strategies (CAS) cite tourism as an option for sustainable and effective economic growth, employment, and poverty reduction. In addition, developing countries are continuing to lead international tourism growth, especially in the fastest growth niche of cultural tourism.

2.6. **Evolution of the TG, from cultural heritage to cultural heritage and sustainable tourism.** In 2004 the Bank established the TG as a community of practice, with a singular focus on cultural heritage. The TG has been very active in promoting knowledge sharing, facilitating cross-sectoral support, and elaborating research tool to assess investments' impact and aid effectiveness. As part of its role, the TG was asked to present the status of the topic as a Technical Briefing to the Board in April 2007. Through this briefing the TG outlined recent trends in the Bank's portfolio including a notable shift into sustainable tourism projects. Even-



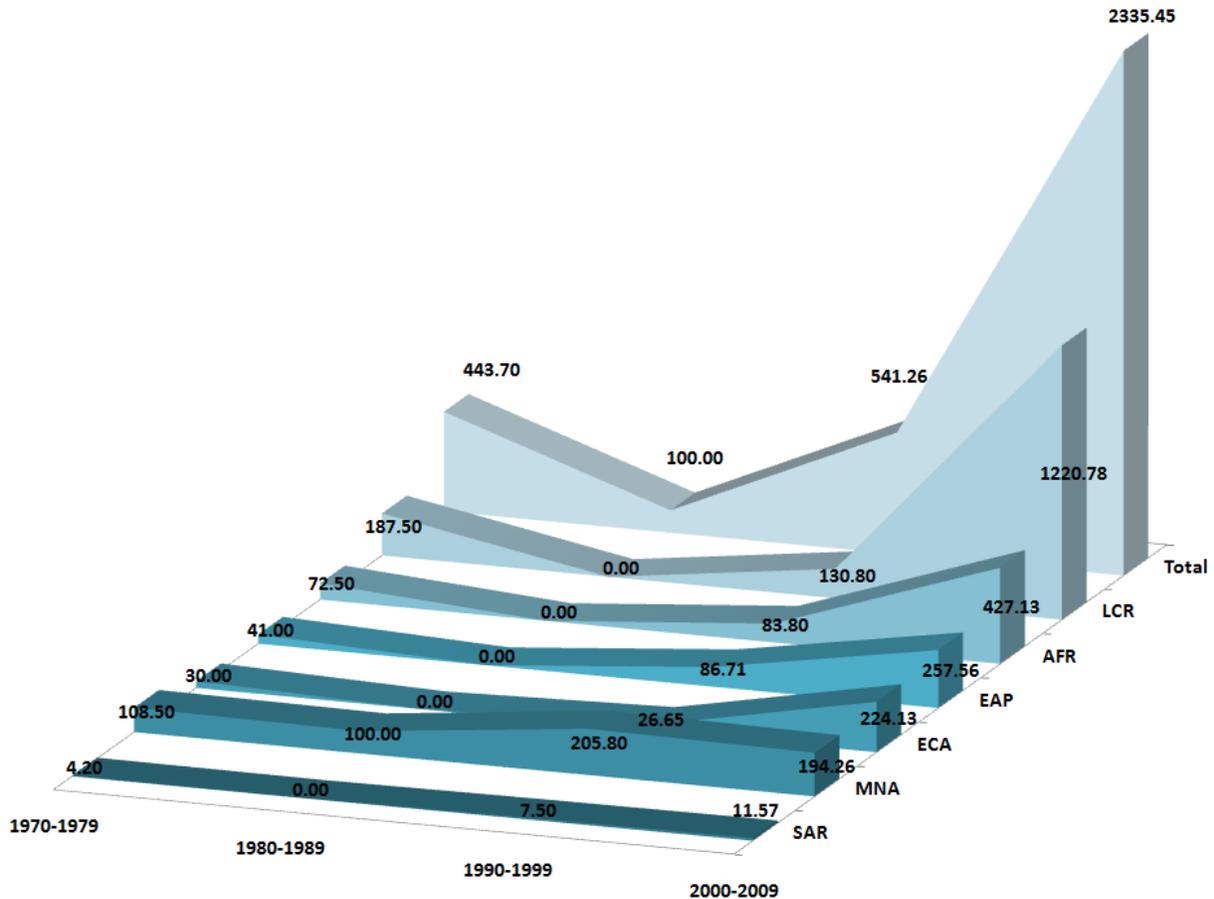
tually, in late 2007 the TG formally expanded its functions to include sustainable tourism as a component in its overall mission and launched the Responsible Tourism Days, a highly successful effort to bring together tourism related agencies, organizations and Bank teams. The TG is currently composed of 119 members from various divisions across the Bank and 137 external members from other organizations, including multilateral and bilateral agencies, donors, academia, and the private sector.

2.7. Positive trend in the Bank portfolio. The most recent portfolio review, updated through FY 2009, shows that the Bank has financed 211 operations (170 lending and 41 non-lending) having a direct investment component in heritage and promotion of local economy through sustainable tourism, for an overall investment of USD 3.4 billion. There are currently 95 operations under implementation (74 lending and 21 non-lending), for a direct investment in cultural heritage and sustainable tourism of USD 1.2 billion.



	Operations in cultural heritage and sustainable tourism	Investment in cultural heritage and sustainable tourism (USD million)
1970-1979	23	443
1980-1989	1	100
1990-1999	29	541
2000-2008	158	2335
Total	211	3420
<i>Active</i>	95	1238

Trend of Bank's investment in cultural heritage and sustainable tourism, in USD million.



Regional distribution of Bank's investment in cultural heritage and sustainable tourism

3. STRATEGIC PRINCIPLES

3.1. **Building a sound identity.** The TG is a community of practice in which issues related to cultural heritage and sustainable tourism are continuously discussed, ideas materialize into projects and knowledge is harvested and exchanged amongst project teams. It is therefore important to keep building a sound identity for the TG and to encourage membership by TTLs and Bank Staff from various regions and sectors. At this point there is an overall positive recognition of the TG that extends beyond the internal processes of the Bank, as demonstrated by the numerous invitations for participation and references to the TG's work in meetings outside the Bank.

3.2. **Pursuing a coherent vision.** The TG works proactively to raise awareness on cultural heritage and sustainable tourism at all levels in the institution, including with Board Members, Senior Managers, Country Directors, Task Team Leaders, and staff. The TG vision is integrally linked to the Bank strategy, and in particular to pursuing poverty reduction through the six strategic themes: Poorest Countries, Fragile States, Middle Income Countries, Global Public Goods, Arab World, Knowledge and Learning..

3.3. **Enhancing innovative participatory approach.** The strategy has been developed and designed by collecting, analyzing, and taking into account the inputs of the TG members through continuous and open discussions. The same participatory approach will also be adopted for the strategy implementation and its periodic reviews.

3.4. **Adapting to client’s needs.** The TG has also demonstrated the adaptability of cultural heritage and sustainable tourism as strategic entry points for engagement with clients and effective ways of addressing complex social situations, in both the urban and rural contexts. The strategy is intended to be flexible enough to be adapted to client’s needs and will therefore be reviewed on a regular basis, at least once a year, updated and improved through broad participation of the TG members.

3.5. **Promoting a holistic approach.** The TG promotes a multidisciplinary and cross-sectoral approach by linking cultural heritage and sustainable tourism to other themes, such as:

- economic growth and local economic development: providing benefits to the local communities through backward-forward linkages;
- urban rehabilitation: increasing property values and business opportunities for the private sector;
- disaster risk management: protecting and managing risks of heritage assets before and after disasters; and
- climate change and environment: assessing the economic implications and mitigating the effects, in terms of both more expensive preservation costs and tourism related challenges.

3.6. **Disseminating good practices.** The Bank has undertaken a number of initiatives and operations in cultural heritage and sustainable tourism and the TG is actively ensuring that the experiences are shared among staff in a timely and effective manner. The TG constantly seeks opportunities to cooperate with existing initiatives while building synergies and networks within and outside the institution.



Direction in Urban Development is the issue note series of the Urban anchor which is has been used by the TG to disseminate good practices in cultural heritage and sustainable tourism amongst staff.

4. DELIVERABLES, PRODUCTS, AND SERVICES (FY 2010-2015)

4.1. **Mainstreaming Cultural Heritage and Sustainable Tourism in the Urban Strategy.** The TG is coordinating with the Urban Anchor to incorporate cultural heritage and sustainable tourism into the Bank’s forthcoming Urban strategy, as an element of the Cities & Economic Growth business line.

4.2. **Disseminating knowledge.** The TG is very active in organizing learning events, such as Brown Bag Lunches (BBL), workshops, and seminars. Increasing participation shows a growing interest of the Bank staff in cultural heritage and sustainable tourism. These events promote sharing experience, presenting results achieved by the Bank and other institutions, training staff, with the overall objective of improving provision of products and services to clients, as well as enhancing the sector portfolio. The TG is also providing contributions to issues notes such as the “Directions in Urban Development”, the issues note series of the Urban Anchor, and Knowledge Notes”, which is published by the EAP region.



4.3. **Assessing aid effectiveness.** The TG is providing funding to a joint World Bank - Inter American Development Bank study to assess the economic impact of cultural heritage and sustainable tourism investments. The study will feature evaluation of job creation during and beyond project implementation, incentives provided to the private sector, and include case studies on good practices in cities ranging from 300,000 to 1 million inhabitants. The outcome of this study will be published and disseminated, both in and outside the Bank.

4.4. **Tracking and analyzing portfolio trends.** The TG has recently completed a broad portfolio review identifying and analyzing 211 operations including investment components in cultural heritage and sustainable tourism undertaken by Bank since the 1970s. The TG is developing information technology tools, based on dedicated algorithms, which will facilitate identification of operations and investments. Further and more refined data collection on operations will be carried out at regional level by involving the TG Regional Coordinators. The outcome of the portfolio review will be made available on the Bank website through interactive maps and customizable reporting that will allow staff to better respond to client's needs.

4.5. **Updating the Urban thematic codes.** In the course of reviewing the portfolio in cultural heritage and sustainable tourism, an urgent need was recognized to revamp and overhaul the existing thematic codes. The current coding system uses large aggregate categories preventing proper assessment of the performance in terms of quality control, lending volumes, and impact/outcomes. Operations Policy and Country Services (OPCS) is currently revamping the sector/thematic coding system and has welcomed the proposal of the Urban Anchor to consider revisions to these codes. Realigning these will contribute to more effective monitoring and result evaluation.

4.6. **Improving internal communication and enhancing institutional visibility.** Current achievements and the overall activity of the TG are periodically disseminated through a series of dedicated publications, pamphlets, and brochures. Furthermore the TG, aware of the role of information communication and technology, is undergoing a complete revision of the cultural heritage and sustainable tourism webpage, which is part of the broader Urban Anchor website. All learning events organized by the TG and related presentations are uploaded on the website and made available to the staff, a dedicated help desk (urban_chst@worldbank.org) operates to communicate effectively and provide efficient, timely and highly professional support to operational staff.

4.7. **Participating proactively in meetings and symposia outside the Bank.** The TG will increase its participation in key events and meetings on cultural heritage and sustainable tourism in order to enhance awareness of the Bank's role in the theme and share good practices implemented by other development agencies, as well as improve corporate visibility.

4.8. **Enhancing partnership with other international development agencies.** The Bank has produced in partnership with donors, specialized agencies, and private foundations several projects, training seminars, workshops, and knowledge and learning tools on cultural heritage and sustainable tourism. The TG has been involved in the Sustainable Tourism Task Force since December 2007 attending the Paris and Costa Rica meetings in addition to hosting the Global Partnership for Sustainable Tourism Criteria (GSTC) at the Bank's HQ in September 2008 and the forthcoming launch of the Sustainable Investment and Finance in Tourism (SIFT) Network. As the Bank's representative in the Sustainable Tourism Task Force, the TG has effectively built up its network and is actively pursuing further involvement as the Task Force transforms into a formal partnership. The TG is also contributing to the UNESCO-led initiative on tourism in World Heritage Sites (WHS), which will provide general guidelines for the overall planning, programming, and management of tourism on WHS. Moreover, the TG maintains good working relationships with a number of institutions, both governmental and non-governmental, notably UNESCO, World



Heritage Center (WHC), UNEP, International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM), World Tourism Organization (UNWTO), Inter American Development Bank (IDB), World Conservation Union (IUCN), International Council on Monuments and Sites (ICOMOS), Aga Khan Trust for Culture (AKTC), Lestari Heritage Network (LHN), Getty Conservation Institute (GCI), Organization of World Heritage Cities (OWHC), World Monuments Fund (WMF), World Monuments Watch (WMW), Center for Sustainable Destinations (CSD) of the National Geographic, Rainforest Alliance (RA), World Heritage Alliance (WHA), Conservation International (CI), and Global Heritage Fund (GHF).

4.9. **Promoting the establishment of a Multi-Donor Trust Fund for cultural heritage and sustainable tourism.** The TG has dedicated significant time and effort in expanding the Trust Fund on cultural heritage as a natural outgrowth of our long-standing donor cooperation by laying the foundation for a Multi Donor Trust Fund (MDTF). Negotiations with potential donors are underway and it is envisioned that the Trust Fund will be established by FY11. TG members are supportive of the concept of the MDTF as it would provide sustainable financing under a broad coalition of donors.

4.10. **MDTF's objectives.** The MDTF will focus on using technical assistance, economic and sector studies, capacity building, policy and program analysis - to leverage Bank financing of large components or stand alone projects on cultural heritage and sustainable tourism. The MDTF would contribute to expanding the current portfolio of 90 active operations representing USD \$1.2 billion in investments in cultural heritage and sustainable tourism which would provide significant opportunity for knowledge sharing and awareness building with others.

4.11. **MDTF's themes.** The TG is currently exploring opportunities along the following themes:

- job creation and poverty reduction;
- physical preservation and adaptive reuse;
- environment, disaster risk, climate change;
- economic growth, local economic development, small and medium enterprises;
- communication, marketing and media;
- social development, community-driven development; and
- education.

4.12. **MDTF's model.** The MDTF will be modeled on other successful programs such as InfoDev, and will include essential elements such as a Framework Agreement, Donor Committee, and Symposia. The MDTF will focus on operational work and emphasize experimentation, piloting and knowledge sharing.

4.13. **MDTF's deliverables.** They will include:

- research and analytical tools;
- preparation and implementation of operations featuring investment in the theme;
- institutional and legal framework; and
- knowledge sharing and technical assistance for clients' capacity building.

4.14. **MDTF's management structure.** The Framework Agreement will be the governing mechanism of the Partnership outlining the general purpose and themes of the initiative as well as the responsibilities of each participant organization. The Donor Committee will define specific priorities as well as establish integrated programs to facilitate analysis and knowledge gathering, assist operations seeking to valorize cultural assets, and produce helpful tools and guidance for operational teams. The core operational staff will be hosted in the Urban Anchor and will facilitate work plans and contribute to coordination. As the culmination of these efforts, a Symposium would be held regularly to formally exchange knowledge, share innovations and prepare strategies and work plans amongst the various participant agencies. The



funding for the Partnership would be contributed by the members of the Donor Committee who will consist of bilateral donors, international institutions, developing country governments and the Bank.



Framework of Bank-lead partnership for cultural heritage and sustainable tourism.



ANNEX 1 - SURVEY

A1.1. **Promoting a participatory approach.** As part of the process of developing the strategy, the Cultural Heritage and Sustainable Tourism Thematic Group (TG) has conducted in cooperation with Development Communication Division (DevComm) a survey inviting all its members to participate. The survey was carried out using the Option Finder tool, a device that tabulates survey results in real time, and included focused discussions on such results.

A1.2. **Facilitating dialogue.** The objective of this exercise was mainly to promote dialogue and facilitate a common understanding amongst TG's members. The survey helped understand and define the various positions the group members have regarding different aspects of culture, heritage, and tourism, as well as to appreciate what they feel is the role and the ultimate goal of the TG and how it can have a consistent sector approach within the Bank.

A1.3. **Surveying.** The questionnaire consisted of 17 questions divided into four categories:

- general information on the participants (three questions);
- analysis of definitions (three questions);
- priorities for the topic (six questions); and
- the TG (five questions).

The questions were meant to promote dialogue and discussions and offered the TG the opportunity to provide effective inputs to the strategy. A group discussion was facilitated after each set of questions. This format allowed the participants to engage in a lively debate and offered the opportunity to share rationale for their answers and discuss the results in depth as they were revealed.

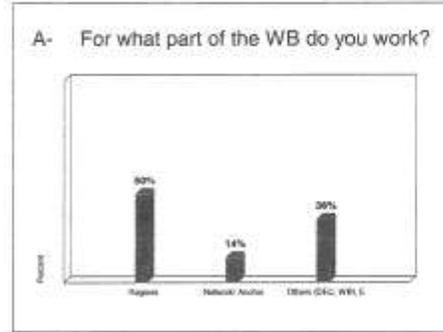


1

For what part of the WB do you work?

- Regions
- Network/ Anchor
- Others (DEC, WBI, EXT, IFC, others)

Please respond now

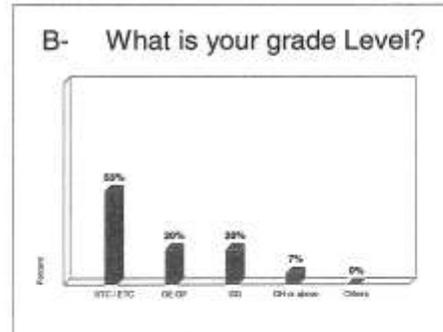


2

What is your grade Level?

- STC / ETC
- GE-GF
- GG
- GH or above
- Others

Please respond now

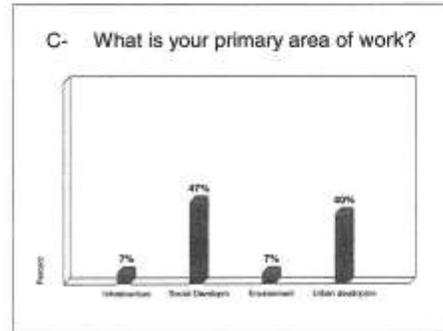


3

What is your primary area of work?

- Infrastructure
- Social Development
- Environment
- Urban development

Please respond now



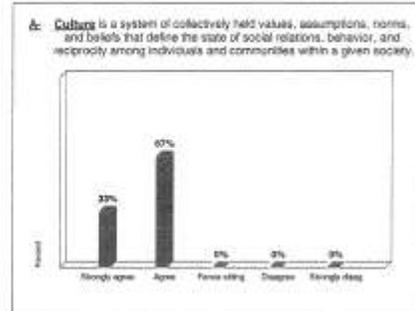


4

Culture is a system of collectively held values, assumptions, norms, and beliefs that define the state of social relations, behavior, and reciprocity among individuals and communities within a given society.

1. Strongly agree
2. Agree
3. Fence sitting
4. Disagree
5. Strongly disagree

Please respond now

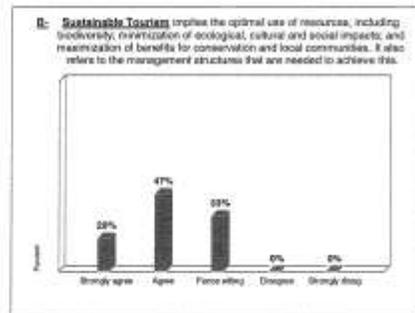


5

Sustainable Tourism implies the optimal use of resources, including biodiversity, minimization of ecological, cultural and social impacts, and maximization of benefits for conservation and local communities. It also refers to the management structures that are needed to achieve this.

1. Strongly agree
2. Agree
3. Fence sitting
4. Disagree
5. Strongly disagree

Please respond now

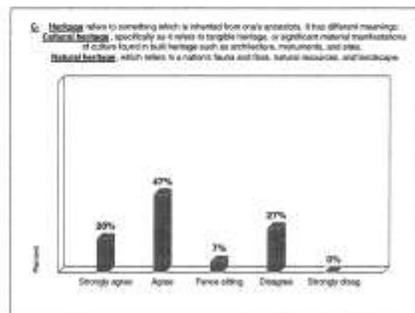


6

Heritage refers to something which is inherited from one's ancestors. It has different meanings:
Cultural heritage, specifically as it refers to tangible heritage, or significant material manifestations of culture found in built heritage such as architecture, monuments, and sites.
Natural heritage, which refers to a nation's fauna and flora, natural resources, and landscape.

1. Strongly agree
2. Agree
3. Fence sitting
4. Disagree
5. Strongly disagree

Please respond now



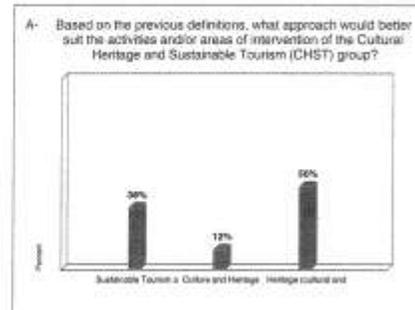


7

Based on the previous definitions, what approach would better suit the activities and/or areas of intervention of the Cultural Heritage and Sustainable Tourism (CHST) group?

1. Sustainable Tourism and Culture
2. Culture and Heritage (natural and cultural)
3. Heritage (cultural and natural) and Sustainable Tourism

Please respond now

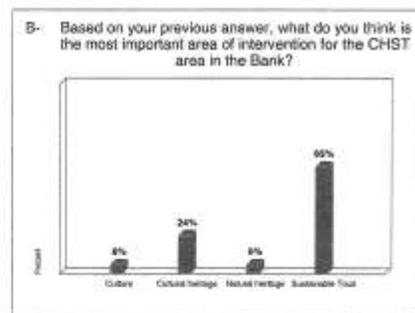


8

Based on your previous answer, what do you think is the most important area of intervention for the CHST area in the Bank?

1. Culture
2. Cultural heritage
3. Natural heritage
4. Sustainable Tourism

Please respond now

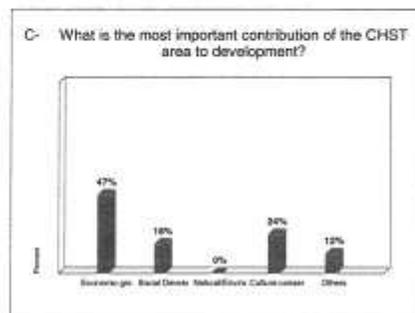


9

What is the most important contribution of the CHST area to development?

1. Economic growth
2. Social Development (i.e. identity)
3. Natural/Environment protection
4. Culture conservation/promotion
5. Others

Please respond now

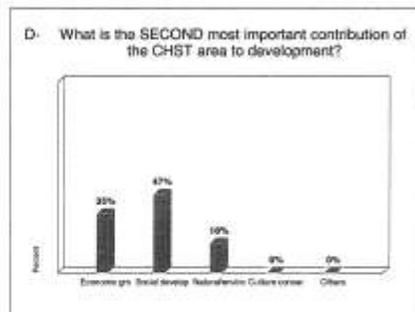


10

What is the SECOND most important contribution of the CHST area to development?

1. Economic growth
2. Social development (i.e. identity)
3. Natural/environment protection
4. Culture conservation/promotion
5. Others

Please respond now



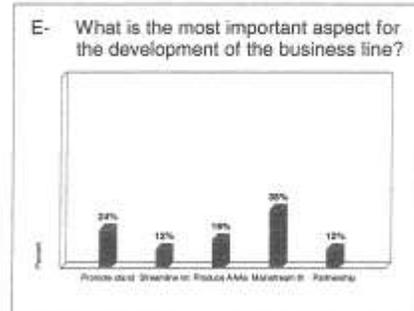


11

What is the most important aspect for the development of the business line?

1. Promote stand-alone projects
2. Streamline interventions (targeting)
3. Produce AAAs
4. Mainstream the topic in CAS and PRSPs
5. Partnership / engaging with development agencies & donors

Please respond now

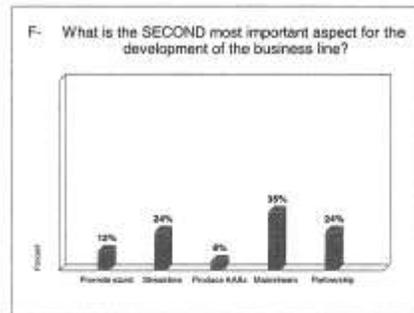


12

What is the SECOND most important aspect for the development of the business line?

1. Promote stand-alone projects
2. Streamline interventions (targeting)
3. Produce AAAs
4. Mainstream the topic in CAS and PRSPs
5. Partnership / engaging with development agencies & donors

Please respond now



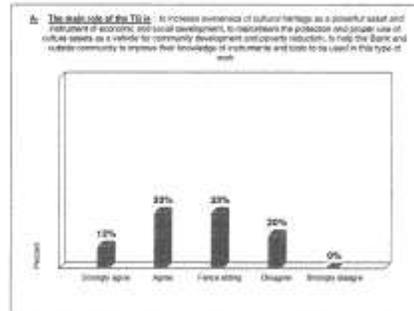


13

A- The main role of the TG is: To increase awareness of cultural heritage as a powerful asset and instrument of economic and social development, to mainstream the protection and proper use of cultural assets as a vehicle for community development and poverty reduction, to help the Bank and outside community to improve their knowledge of instruments and tools to be used in this type of work.

1. Strongly agree
2. Agree
3. France sitting
4. Disagree
5. Strongly disagree

Please respond now

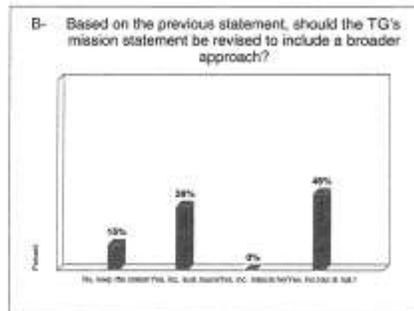


14

Based on the previous statement, should the TG's mission statement be revised to include a broader approach?

1. No, keep the statement as it is
2. Yes, it should include sustainable tourism
3. Yes, it should include natural heritage
4. Yes, it should include sustainable tourism AND natural heritage

Please respond now

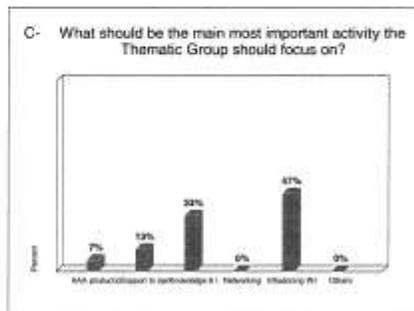


15

What should be the main most important activity the Thematic Group should focus on?

1. AAA production
2. Support to operations
3. Knowledge & learning
4. Networking
5. Influencing WB agenda
6. Others

Please respond now

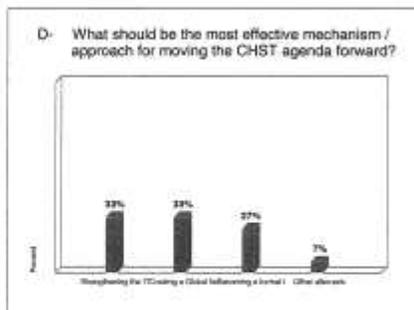


16

What should be the most effective mechanism / approach for moving the CHST agenda forward?

1. Strengthening the Thematic Group
2. Creating a Global facility / partnership
3. Becoming a formal theme within the Bank's system
4. Other alternativ

Please respond now



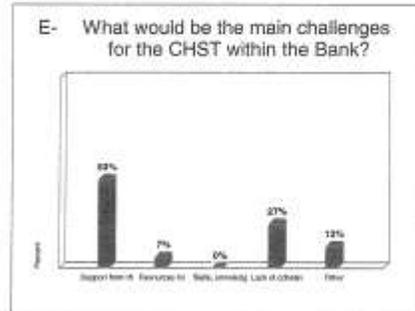


17

What would be the main challenges for the CHST within the Bank?

1. Support from the management
2. Resources for AAA and projects
3. Skills, knowledge
4. Lack of cohesive / common understanding of the approach
5. Other

Please respond now





ANNEX 2 - SURVEY ANALYSIS

A2.1. **Questions 1 to 3.** *General information on the participants.*

The information collected with the answers to these questions helped define the professional profile and grade of the TG members. The results show that 50% of the participants work in the Regions against 36% distributed in other Bank's Departments, and 14% working in Networks and Anchors. A significant number, 53% of the TG members, are expert consultants, while 20% are at GE and GF levels, 20% are at GG level, and 7% are in GH positions or above. They work primarily in social (47%) or urban (40%) development with a few exceptions in environment (7%), and other infrastructure departments (7%).

A2.2. Defining culture, sustainable tourism, and heritage. The definitions presented in the following sections of the survey were taken from widely recognized expert resources such as UNESCO and UNWTO.

A2.3. Question 4. *Culture is a system of collectively held values, assumptions, norms, and beliefs that define the state of social relations, behaviour; and reciprocity among individuals and communities within a given society.*

The definition of culture found common agreement among all participants, who either agreed (67%) or strongly agreed (33%) with it. A participant suggested expanding the definition by adding contemporary creations and the TG agreed on following up on this input as a partnership opportunity with the Bank's Art Program.

A2.4. Question 5. *Sustainable Tourism implies the optimal use of resources, including biodiversity; minimization of ecological, cultural and social impacts; and maximization of benefits for conservation and local communities. It also refers to the management structures that are needed to achieve this.*

According to 67% of the group (47% who agreed and 20% who strongly agreed) the definition of sustainable tourism was appropriate and coherent.

A2.5. Question 6. *Heritage refers to something which is inherited from one's ancestors. It has different meanings, including:*

- *Cultural heritage, specifically as it refers to tangible heritage, or significant material manifestations of culture found in built heritage such as architecture, monuments, and sites; and*
- *Natural heritage, which refers to a nation's fauna and flora, natural resources, and landscape.*

The definition of heritage registered the same consensus as sustainable tourism. However, a disagreement was registered, as 27% disagreed with the term as it was defined. Similarly to the previous findings, a majority of 67% agreed, divided into 47% who agreed and 20% who strongly agreed with it. 7% of the participants were not sure whether to agree or not: their main concern was the lack of reference to intangible heritage. The reference was purposefully omitted from the official UNESCO definition as presented to gauge reaction from the group. Some participants also noted that landscape can also be man-made and as such should be included also as cultural heritage ("Cultural Landscape" as by UNESCO definition).

A2.6. Comments on questions 4 to 6. A general comment emerged in the discussion was that all those definitions do not specifically take into account suitable economic aspects, which are relevant to the Bank. This omission is less clear in the definition of culture, but it is certainly evident in the other two. Overall there seemed to be quite a common understanding of the core definitions, which definitely sets an important common ground as basis for the TG work and strategic directions.

A2.7. Questions 7 to 12. *Priorities for the TG.* The participants discussed what the priorities for the TG's activities should be, both in and outside the Bank.

A2.8. Question 7. *Based on the previous definitions, what approach would better suit the activities and/or areas of intervention of the TG?*



Most of the group (88%) believes that sustainable tourism should definitely be a component of the TG's activities, either secondary (50%) or primary (38%), while only 12% feel that the TG should focus exclusively on culture and heritage (cultural and natural).

A2.9. Question 8. *Based on your previous answer, what do you think is the most important area of intervention for cultural heritage and sustainable tourism in the Bank?*

The importance the group assigns to sustainable tourism is even more evident when looking the answer to the question on the TG's main area of interventions. 65% believed it is sustainable tourism, followed at distance by cultural heritage (24%), culture (6%) and natural heritage (5%). The discussion outlined a common agreement that sustainable tourism enables a broader approach and is closer to the Bank's mandate as well as that cultural heritage should fall into this topic and be as relevant. Those who preferred culture argued that the focus should not be only heritage, but include all cultural assets, which to a certain extent would include also the other three topics (sustainable tourism, cultural and natural heritage). According to some participants, natural heritage is not of primary importance to the TG, as this theme is already covered by the Bank's Environment Department.

A2.10. Question 9. *What is the most important contribution of cultural heritage and sustainable tourism to development?*

The previous choice of sustainable tourism and its combination with cultural heritage as the approach that best suits the activities and areas of intervention of the TG becomes clearer with the results on the TG most valuable contribution to development: economic growth (47%) followed by culture conservation and promotion (24%) and social development (18%) and others (12%). Others were specified as sustainability, which should actually be included as a further aspect of economic growth.

A2.11. Question 10. *What is the second most important contribution of cultural heritage and sustainable tourism to development?*

The results were further confirmed by the choice of the TG's second most valuable contribution to development: social development (47%), economic growth (35%), and natural/environment protection (18%).

A2.12. Question 11. *What is the most important aspect to develop the business line?*

Concerning further theme development, it was stated that the TG should primarily focus on: mainstreaming the topic in Poverty Reduction Strategy Papers (PRSP), and Country Assistance Strategies (CAS) (35%), promoting stand alone projects (24%), producing Analytical and Advisory Activities (AAA) (18%), developing targeted interventions (12%), and seeking partnerships (12%).

A2.13. Question 12. *What is the second most important aspect to develop the business line?*

According to the participants, the TG should secondarily focus on: mainstreaming the topic in CAS and PRSPs (35%), seeking partnerships (24%) and developing targeted interventions (24%), promoting stand alone projects (12%), and producing AAAs (6%). The variety of contributions suggests that all these elements should be taken into consideration while defining the TG strategic vision. Anyhow, the discussion confirmed that the main aspects of the business line should be mainstreaming the topic within the Bank, promoting stand alone projects, components within other operations, and seeking partnerships.

A2.14. Comments on questions 7 to 12. The participants agreed on the importance of including sustainable tourism as the hardcore of the TG along with cultural heritage and focusing on aspects that are more relevant to the Bank such as economic growth and sustainability, in order to better mainstream the theme within its agenda.

A2.15. Questions 13 to 17. *The TG.* The last section of the survey was focused on the TG and aimed at collecting opinions on what the main role and the strategic directions of the TG should be.



A2.16. **Question 13.** *The main role of the TG is: to increase awareness of cultural heritage as a powerful asset and instrument of economic and social development, to mainstream the protection and proper use of culture assets as a vehicle for community development and poverty reduction, to help the Bank and outside community to improve their knowledge of instruments and tools to be used in this type of work.*

The current TG's mission statement was put to test and largely discussed. 46% of the participants agree (of which 13% strongly) with the mission statement as it is, while 33% are fence sitting and a good 20% actually disagree with it. A specific issue raised from those not happy with the current statement was that the focus on poverty reduction, even though it is the Bank mission, seems to be reductive as it does not apply to Middle-Income Countries (MIC) which are actually the main areas of such interventions. The suggestion is to rather refer to sustainable economic development or cohesive economic growth.

A2.17. **Question 14.** *Based on the previous statement, should the TG mission statement be revised to include a broader approach?*

When directly asked, only 13% (much less than the 46% who seemed to agree with it at first) would keep the statement as it is, while 84% believe it should be revised to include also sustainable tourism and natural heritage (46%) or only sustainable tourism (38%).

A2.18. **Question 15.** *What should be the most important activity the TG should focus on?*

47% of the participants think the TG's main activity should focus on influencing the Bank agenda, 33% on knowledge and learning, 13% on supporting operations, and 7% on AAAs production. It was noted in the discussion that communication is a very important component to influence the Bank agenda.

A2.19. **Question 16.** *What should be the most effective mechanism/approach for moving the cultural heritage and sustainable tourism agenda forward?*

The most effective way to move forward the TG agenda is believed to be: strengthening the TG (33%), creating a Global Facility (33%) or becoming a formal theme in the Bank's system (27%). The good balance among the options was explained by the remaining 7% who has made clear their choice of "another alternative" to be a combination of the three approaches.

A2.20. **Question 17.** *What would be the main challenges for the TG within the Bank?*

There was quite a common agreement on what are seen as the main challenges of the TG within the Bank: support from the management for 53% - to which also the 13% who voted for "other" could be added as it was mostly stated as support from the Board, and lack of common understanding of the approach for 27%. Only 7% believe it could be lack of resources and no one indicates lack of skills or knowledge.