

Terms of Reference

Approved 30 April 2015/ Revised 29 September 2016

1. Introduction

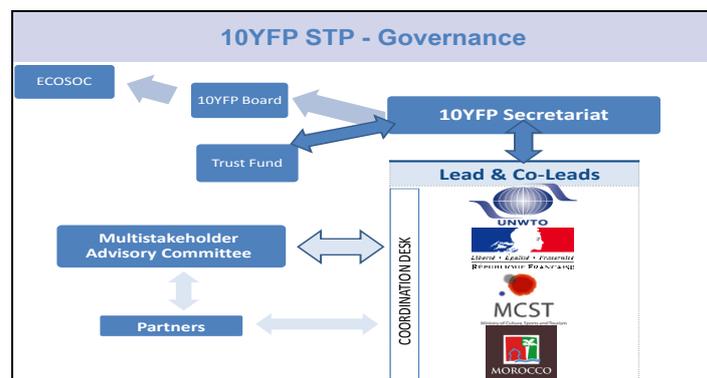
This document¹ describes the roles and working procedures for the Actors involved in the 10YFP Sustainable Tourism Programme (STP): the Co-Leads, the Coordination Desk, the Multi-stakeholder Advisory Committee (MAC) and the Partners.

The 10YFP programmes provide a voluntary and collaborative platform in which various parties (governmental, non-governmental, public and private) agree to work together in a systematic way to achieve the overarching goals and objectives of the 10YFP and the specific objectives of the programme. As a 10YFP programme, the STP will serve as an umbrella to bring together and scale up existing initiatives and partnerships, and facilitate new projects and activities responding to regional, national and sub-national priorities and needs for implementing sustainable tourism policies, practices and choices.

The vision of the 10YFP STP is for a tourism sector that has globally adopted sustainable consumption and production practices resulting in enhanced environmental and social outcomes and improved economic performance.

The mission of the 10YFP STP is to catalyse changes in tourism operations over the next decade. The 10YFP STP promotes and enables transformation for sustainability through evidence-based decision making, efficiency, innovation, collaboration among stakeholders, monitoring and the adoption of a life cycle approach for continuous improvement.

2. Roles of Actors within the 10YFP STP



¹ This document was developed using references from the "Guidance document on programme development and implementation for the Ten-Year Framework of Programmes on Sustainable Consumption and Production (10YFP): Criteria, structure and steps to operationalize them".

a) 10YFP STP Lead and Co-Leads

The World Tourism Organization (UNWTO) is the Lead of the 10YFP STP, with the Governments of France (Ministry of the Environment, Energy and Marine Affairs of France of France), the Republic of Korea (Ministry of Culture, Tourism and Sports of the Republic of Korea) and Morocco (Ministry of Tourism of Morocco) as Co-Leads.

The 10YFP STP Lead and Co-Leads are committed for a minimum of 4 years, renewable if agreed in consultation with the MAC. The representatives of the Lead and Co-Leads should demonstrate expertise and knowledge on policy making, including on sustainable consumption and production policies, as well as on the sustainable development agenda; experience in performing work related to promoting sustainable consumption and production; and competencies, commitment and skills to coordinate international multi-stakeholder partnerships and information networks.

The responsibilities of Lead and Co-Leads include:

- (i) Support the overall coordination of the programme implementation and pro-actively support fundraising for the programme;
- (ii) Provide financial and/or in-kind contribution, including dedicated staff in support of a “Coordination Desk” in charge of operational work;
- (iii) Define and agree with other Co-Leads on respective responsibilities (if necessary through a Cooperation Agreement), in particular with regards to the tasks and functions of the Coordination Desk and to the supervision of specific Programme Work Areas within the programme;
- (iv) Actively provide inputs for the elaboration of the Portfolio of Work (PoW) and other documents outlining the modalities of work for the 10YFP STP;
- (v) Chair and co-chair the 10YFP STP MAC meetings, facilitate the consultation and decision-making within the MAC and support its activities, including those related to guiding the selection of projects to be supported by the 10YFP Trust Fund;
- (vi) Encourage inputs and sharing of information/knowledge and strategies among all Actors in the programme as well as with external partners/initiatives, finding synergies and building cooperation;
- (vii) Help construct concrete linkages and provide coordination between initiatives within the programme and across the other programmes of the 10YFP, including by creating *ad hoc* task teams to address any specific, technical and/or emerging cross-cutting issues;
- (viii) Together with the 10YFP STP MAC, coordinate technical inputs to programme-specific calls for proposals under the 10YFP Trust Fund, following the 10YFP Secretariat’s guidance and requests, and also undertake screening of the projects proposals responding to these calls;
- (ix) Together with the 10YFP STP MAC, facilitate information on other relevant calls for proposals and funding opportunities beyond the 10YFP Trust Fund;
- (x) Promote the programme at meetings and conferences, where relevant, and build networks and partnerships regionally and globally;
- (xi) Communication and outreach activities, including the co-management, with the 10YFP Secretariat, of the programme-specific community of the Global SCP Clearinghouse (www.scpclearinghouse.org);



- (xii) Act as liaison and focal point for contacts with the 10YFP Secretariat;
- (xiii) Create *ad hoc* task teams when needed to address any specific, technical and or emerging issues;
- (xiv) Report on progress and outcomes for the preparation of an annual report for the 10YFP Secretariat which is to be drafted by the Coordination Desk, and other documents as required.

Decision making by the Lead and Co-Leads should in principle be consensual. In exceptional situations, decisions could be made by a qualifying majority of three out of the four Lead and Co-Lead organizations². The appointed Alternate Focal Points have the role to represent the Focal Points for decision making purposes when these are not available and thus the Lead and Co-Leads Focal Points should ensure that Alternate Focal Points are in a position to do so.

b) The 10YFP STP Coordination Desk

The 10YFP STP Coordination Desk is formed by the staff provided by the 10YFP STP Lead and Co-Leads, acting as the interface between the programme and the 10YFP Secretariat, the Lead and Co-Leads, MAC members and Partners. The Coordination Desk implements the decisions of the Lead and Co-Leads and MAC members and ensures the coordinated promotion, implementation and expansion of the programme.

The responsibilities of the Coordination Desk include:

- (i) Support the Lead and Co-Lead in the development of the PoW;
- (ii) Support the MAC in all its duties and functions;
- (iii) Undertake and manage specific activities (including financial management) foreseen by the PoW;
- (iv) Organise and facilitate meetings (and teleconferences) of the Lead and Co-Leads and meetings (and teleconferences) of the Lead and Co-Leads and the MAC;
- (v) In preparation for MAC meetings, submit working documents two weeks prior to the date of the meeting and notify the venue and date to the MAC members four weeks prior to the meeting;
- (vi) Draft and circulate reports on the outcomes of the MAC meetings which once approved will be made available to the Partners. Meetings of the Lead and Co-Leads will be recorded and an audio file made available, unless otherwise decided on a case by case basis;
- (vii) Develop and maintain the dedicated principal websites, and specifically the sustainable tourism community of the Global SCP Clearinghouse which is the information and knowledge platform of the 10YFP, and feed relevant information to social networks, the 10YFP Secretariat and others;
- (viii) Centralise the requests to join the programme, screen Partner application forms and carry out the due diligence procedure;
- (ix) Coordinate the approval of new Partners and/or MAC members with the Lead, Co-Leads and MAC;
- (x) Serve as a communication hub by connecting participating Actors;
- (xi) Undertake outreach towards other stakeholders;
- (xii) Mobilise funding for the 10YFP STP together with Lead and Co-Leads, MAC members and Partners;

² Decisions made by qualifying majority in exceptional cases shall not have any financial implications for the Lead and/or Co-Leads.



- (xiii) Report on progress and outcomes as required and prepare annual report to the 10YFP Secretariat which will be subsequently submitted to the 10YFP Board and included in the 10YFP report to ECOSOC.

The detailed Annual Work Plan of the Coordination Desk explains the distribution of tasks among the various organizations and timeline.

c) The 10YFP STP Multi-stakeholder Advisory Committee (MAC)

The 10YFP STP MAC is composed by committed institutions from different geographic regions and categories (governmental agencies, non-governmental organizations, private sector businesses, intergovernmental organizations as well as academia and UN agencies) and acts as a forum for consultation, advice and support to the Lead, Co-Leads and Coordination Desk for the implementation of the 10YFP STP.

The members of the MAC are serving for a minimum of 2 years, renewable for up to 2 terms (first renewal to take place on 5 November 2016). Members of the MAC should demonstrate strong interest and /or recognized expertise and experience in policies and actions in the area of the programme; play an active or leading role in supporting the shift to sustainable consumption and production and the sustainable development agenda; possess the organizational means and time to perform the required tasks and responsibilities *pro bono* (except when related to engagement in project implementation or technical assistance, which could entitle remuneration); and ensure a transparent representation with appropriate accountability of the representative on decisions and actions taken.

On an exceptional basis, members who have already served for two terms may be considered for a third term based on outstanding support to the 10YFP STP. Organizations wishing to discontinue their membership to the MAC shall do so by written communication to the 10YFP STP Coordination Desk, with immediate effect.

The responsibilities of the members of the MAC include:

General Tasks

- (i) Recommend actions to ensure the coherence of the work of the 10YFP STP with the objective of shifting to sustainable consumption and production patterns;
- (ii) Actively provide inputs for the elaboration of the PoW and other documents outlining the modalities of work for the 10YFP STP;
- (iii) Review goals, objectives, measures of success and performance of the programme, based on the PoW with the aim of providing guidance on progress towards more sustainable consumption and production patterns;
- (iv) Bring in new actions and/ or link ongoing actions to the PoW;
- (v) Support (including technical assistance) activities/actions of the PoW and report;
- (vi) Scale-up and advocate for the 10YFP STP;
- (vii) Report on activities/actions of the PoW for inclusion in the annual report to be prepared by the 10YFP STP Coordination Desk, and submitted to ECOSOC via the 10YFP Secretariat;
- (viii) Supervise specific Programme Work Areas of the PoW;



- (ix) Agree to have their logo included in documents and communications referring to the 10YFP STP MAC members, to be prepared by the 10YFP STP Coordination Desk;
- (x) Participate in quarterly meetings via teleconference organized by the Lead and Co-Leads and hold one in person meeting at least once a year. These meetings will be chaired and co-chaired by the Lead and Co-Leads.

Projects and fundraising

- (xi) Lead, propose and/ or participate in the formulation, implementation and fundraising of flagship projects, to be funded by bilateral or multilateral contributions beyond the 10YFP Trust Fund;
- (xii) Be active in outreach, advocacy, awareness raising and fundraising to support the expansion and continuity of the programme.

Partnerships

- (xiii) Advise on and proactively engage new Partners, initiatives and activities/actions in line with the objectives of the PoW and its programmatic areas, as well as in response to emerging demands and priorities;
- (xiv) Enhance synergies and cooperation among Actors within the programme as well as with other 10YFP programmes;

The 10YFP Trust Fund

- (xv) Provide technical inputs to the 10YFP Secretariat for the elaboration of calls for proposals for the 10YFP Trust Fund and selection criteria;
- (xvi) Support the screening and short listing of catalytic project proposals received for the 10YFP Trust Fund based on established criteria;
- (xvii) Fulfil requirements to receive support from the Trust Fund for the implementation of catalytic projects (provided that the eligibility criteria are met and that project proposal is selected), as long as MAC members interested in applying (or MAC who have their own members who could be interested) recuse themselves from the formulation of the documents related to calls for proposals, as well as from the screening of proposals – the 10YFP STP Coordination Desk will signal the moment from which recusations would be needed-.

The composition of the MAC will be reviewed at the end of each term. Expressions of interest to join the MAC will be continuously gathered by the Coordination Desk. In preparation for the elections of the MAC, the Coordination Desk will share the full list of new candidates with MAC members as well as a recommended short list of candidates corresponding in number to a minimum of 25% of the existing seats in the MAC. This recommended short list should be based on the criteria provided in the guidance document of the 10YFP Secretariat on development and implementation of the 10YFP programmes. Once the short list is approved, the outgoing MAC, before ending its term, elects the next MAC allocating the same number of votes as existing seats. The allocation of votes would need to bear in mind the performance of MAC members being re-elected with regards to implementation of the PoW as well as the potential for the new organizations being proposed to support the implementation of the PoW, all while trying to ensure regional and stakeholder balance. The 10YFP Secretariat will be informed and consulted as appropriate throughout the process and the 10YFP Board will validate the final composition of the renewed MAC.



The MAC shall modify its size as it is deemed necessary to adjust its capacity to support the 10YFP STP and its PoW. However, at no stage shall the MAC comprise less than 20 members.

Every effort should be made to attend each MAC meeting (face to face or virtual). Where this is not possible, providing written comments in advance of the meeting will constitute participation. Absence from meetings is set to a maximum of two consecutive meetings. Appropriate warning will be provided by the Coordination Desk in advance of a third consecutive absence, whereupon MAC members that do not comply will lose their seat at the MAC which will be given to another organization (by application and pending approval of the remaining MAC members, Lead and Co-Leads).

Travel costs for MAC members to meetings are not provided by the 10YFP Secretariat or Coordination Desk of the 10YFP STP. Any exceptions will depend on the success of the fundraising for the 10YFP STP and will be analysed by the MAC members prior to the meeting to agree on the distribution of funds and their allocation to prioritized members (e.g. from LDCs).

Decision making by the MAC will require quorum (N/2 +1) and should be consensual as far as possible. Nevertheless and in order to ensure an efficient mechanism, decisions can be made by a qualifying majority of 2/3 of the present members. MAC members may choose to abstain. The selected Alternate Focal Points have the role to represent the Focal Points for decision making purposes when these are not available and thus the Focal Points should ensure that Alternate Focal Points are in a position to do so.

A detailed list of MAC members can be found [here](#)

d) The 10YFP STP Partners

Becoming a partner of a 10YFP programme provides opportunities to combine with others for action on the ground, developing innovative projects at scale, and the possibility to access a variety of funding sources. Partners of the 10YFP programmes are not requested to provide financial or human resources to the programme, but do commit to be part of an active implementing “community of practice”, in the context of the 10YFP STP, and thus contributing to collective impact for the shift to SCP patterns.

Organizations or experts (legal entities) agreeing with the vision, goals and objectives of the 10YFP STP and committing to contribute to its activities, are invited to join as a Partner.

Partners may represent:

- (i) national, regional, or local governments, government agencies and/or authorities (including public-private entities) from any UN member state;
- (ii) international organisations (including UN agencies and programmes, International Financial Institutions – IFIs, regional cooperation institutions);
- (iii) non-governmental organizations (NGOs), foundations, civil society organisations, and not-for-profit organisations (NPOs);
- (iv) academic institutions, research centers or education institutions and associations (including schools, higher-education institutions);
- (v) industry, individual companies, private sector representatives (business oriented and for-profit);
- (vi) industry associations, business organizations (normally with not-for-profit status but representing the private sector);



- (vii) experts (legal entities);
- (viii) partnerships, networks, consortium;
- (ix) media;
- (x) any other entity or network that supports the goals of the 10YFP STP and agrees to work towards them.

Partners can participate in and support the 10YFP STP, by:

- (i) Offering their time and technical expertise in a specific Programme Work Area;
- (ii) Sharing knowledge in a specific Programme Work Area within the 10YFP STP community;
- (iii) Participating in working groups which may be created on specific fields of expertise;
- (iv) Proposing new actions and bringing ongoing actions (which are in line with the 10YFP STP Concept Note and PoW);
- (v) Showcasing implemented projects that can be replicated elsewhere;
- (vi) Adapting, replicating and/or scaling-up successful projects at national or regional level;
- (vii) Applying and supporting the dissemination of 10YFP STP materials and tools;
- (viii) Fulfill requirements to receiving support from the 10YFP Trust Fund for the implementation of catalytic projects, provided that the specific eligibility criteria of the Trust Fund are met and that the project proposal is selected;
- (ix) Participating in the formulation, fundraising and implementation of flagship projects;
- (x) Providing funding for the 10YFP STP or projects; and
- (xi) Providing and/or receiving capacity building in the area of Sustainable Tourism.

Partners have the following opportunities:

- (i) Learn from other partners in the programme, share experience, lessons learned, best practices and tools in your area of work, and participate in working groups in specific areas of expertise;
- (ii) Participate in the implementation of the 10YFP STP, scale up and replicate activities with other partners, based on own best practices, projects at the national or regional level, or develop new projects that contribute to achieving the programme's objectives;
- (iii) Build fundraising and implementation coalitions through flagship projects, apply for funding from the 10YFP Trust Fund for greater collective impact with a network of expertise and resources;
- (iv) Be invited by Lead, Co-Lead and MAC to coordinate work areas or sub-work areas, as well as working groups;
- (xii) Participating in public meetings, advocating for 10YFP STP and gaining international visibility.

Partners commit and agree to:

- (i) Share experience, lessons learned, best practices, methodologies and tools, through the 10YFP STP's community, including through the Global SCP Clearinghouse (www.scpclearinghouse.org);
- (ii) Work in a collaborative spirit within the 10YFP STP networks;
- (iii) Follow the 10YFP Secretariat's instruction with regards to the use of the 10YFP logo, as well as any requirements of the 10YFP STP or the Lead and Co-Leads logos, and to sharing with the 10YFP STP Coordination Desk, for approval, any publication that references the 10YFP STP prior to disclosure;



- (iv) Have their logo included in documents and communications referring to the 10YFP STP Partners, to be prepared by the 10YFP STP Coordination Desk;
- (v) Provide regular updates and/or reports to the Coordination Desk on activities/actions and results, that have contributed to the 10YFP STP, including at least one (1) annual report on progress (a template will be provided), describing the execution of and lessons learned from activities/actions contributing to the PoW, as well as an evaluation of impacts of the reported activities/actions. This report should disclose funding sources, including in-kind support and direct financial support;
- (vi) Indicate their willingness to continue supporting and contributing to the 10YFP STP annually, through renewal of this commitment (including updating of specific contribution and/or areas of specific interest – a template will be provided).

The involvement of Partners will be regularly assessed by the Coordination Desk.

Interested applicants should send a completed application form to the 10YFP STP Coordination Desk (stp10yfp@unwto.org) with a copy to the 10YFP Secretariat (10yfp@unep.org). The Partner Application Form can be found at <http://sdt.unwto.org/networking-10yfp-stp>

All applicants are requested to submit their logo. Applicants other than national, regional, or local governments, government agencies and/or authorities (including public-private entities) from any UN member state, should also submit a Declaration Form on their alignment with UN values and Conventions. Sub-national governmental entities are requested to submit a letter of support from their respective National Tourism Authority (NTA). In case of cross-border destinations, the letter shall be signed by all the NTAs involved. The letter must be written on official stationery bearing the letterhead and seal of the NTA.

Screening and due diligence of the applications will be carried out by the Coordination Desk and applications will subsequently be submitted to the Lead, Co-Leads and MAC for approval. The applicants will receive a notification on their status at the end of the process.

A detailed list of Partners can be found [here](#)

e) The 10YFP STP Coordinators of Programme Work Areas (PWAs)

Each of the 10YFP STP PWA will be coordinated by up to three organizations (Lead, Co-Lead and/or MAC member). The Lead, Co-Lead and MAC can agree to invite a 10YFP Partner to coordinate one PWA, when the experience of the Partner in a specific field of work can bring value added for the achievement of the objectives under the PWA.

The Coordinators of PWAs are responsible for ensuring that activities are delivered in a timely, inclusive and effective manner; leading the work within the PWA and bringing their expertise and resources (including in-kind) to: implement activities, build synergies and help upscale and replicate best practices; providing updates and progress reports to the Lead, Co-Leads, Coordination Desk and MAC; and ensuring the synergies with other programme areas. PWA Coordinators shall have quarterly meetings, which play the role of interim discussion on progress in between MAC meetings and in preparation for them.



The positions and roles of Coordinators of PWAs will be further defined and elaborated during the discussions of the PoW, subject to adoption by the MAC.

The detailed annual work plan of the Coordination Desk, identifies the roles of the Lead and Co-Leads as PWA coordinators.

3. Operating mechanism

The 10YFP STP has four PWAs which were defined within the Concept Note: 1) Integrating SCP into tourism related policies and frameworks; 2) Collaboration among stakeholders for the improvement of the tourism sector's performance; 3) Fostering the application of guidelines, instruments and technical solutions to improve, mitigate and prevent tourism impacts and to mainstream SCP patterns among tourism stakeholders; 4) Enhancing sustainable tourism investment and financing.

The 10YFP STP PoW has been designed as a tool for programme Actors (Lead, Co-leads, MAC and Partners) to include new and ongoing initiatives and activities under the umbrella of the programme, given their potential to contribute to its overall goal and specific objectives. The Portfolio aims to increase the visibility of initiatives and activities at the international level as well as to boost synergies and collective action among the programme Actors while advancing the implementation of the different Programme Work Areas.

In addition to the specific actions detailed in the PoW, the 10YFP STP will promote the development of two lines of projects which would contribute to the achievement of the overall objectives of the 10YFP STP by tackling different challenges through the acceleration of SCP patterns within the tourism value chain. The intended two lines of projects are Flagship projects and Catalytic projects.

Flagship projects require a multi-stakeholder joint effort and imply a participatory engagement process led by a 10YFP STP Lead, Co-Lead, MAC member or a 10YFP STP Partner (if agreed by the MAC) for the conception, formulation, fundraising and implementation. Flagship project ideas will be shared with the MAC during its meetings for endorsement as valuable initiatives for the 10YFP STP. The 10YFP Secretariat guides the process of developing flagship projects and these have the following characteristics: a) Substantially contribute to the goals and functions of the 10YFP, to the three dimensions of sustainable development, and hence to the shift to SCP patterns; b) Respond to regional (transnational) / national needs and priorities for the shift to SCP patterns; c) Identify expected benefits and impacts as well as means for monitoring and measuring progress; d) Demonstrate the use of multi-stakeholder expertise assembled by the 10YFP in an innovative way from project design and fundraising through to implementation and monitoring, also avoiding duplication and allowing optimal use of resources; e) Offer a replicable and adaptable model for future large-scale 10YFP projects, of 3-5 years duration; f) Have a scale of funding above USD 2,5 million (and below USD 20 million); and, g) Are based on the work areas identified in the 10YFP STP concept note resulting from the consultation process, building on existing and related initiatives of programme partners and others.

Catalytic projects are mainly aimed to be funded through the 10YFP Trust Fund which is administered by the 10YFP Secretariat and have the following characteristics: a) Support the goals and functions of the 10YFP, the 10YFP STP programme of work or the main objective of the call for proposals; b) Respond to destination, national or regional needs, priorities and circumstances; c) Identify expected benefits and impacts as well as means for monitoring and measuring progress; d) Are hands on and innovative – they address the identified challenge creatively and effectively and apply innovative



approaches, tools and knowledge; e) Have a catalytic effect, i.e. actions that may subsequently inspire large scaled changes and transitions; f) When funded by the 10YFP Trust Fund, have a scale of funding between USD 100,000 and USD 200,000; g) Lead to the achievement of outcomes within the project duration of 12-24 months.

4. Operating principles

- Proactively implement the PoW and avoid duplicating activities/actions
- Base the implementation of activities on the following approaches:
 - a) Evidence-based: The 10YFP STP should promote evidence-based planning, design and operations.
 - b) Geographical approach: The programme should take into account economies of scale and synergies available across geographical levels – from the global to regional to national - that aim to create strong partnerships within and between these different levels, in accordance with needs and concerns. Furthermore the programme could as well cater for various types of vulnerable states such as SIDS, LDCs, LLDCs.
 - c) Life cycle approach: The tourism life cycle envisages detailed attention to tourism planning, investment, operations and management, promotion and marketing, consumption and production of sustainable tourism products and services, monitoring and evaluation. This approach should be embedded within a cycle of learning, doing and continuous improvement. All programme components should be built upon this cycle.
 - d) Value chain approach: The entire tourism value and supply chain (e.g. tour operations, lodging, food & beverage, attractions, transport, etc), should be understood in terms of the value added that each step creates, and also through its backwards and forwards linkages.
 - e) Prioritization approach: The purpose of the 10YFP is to accelerate the move to more SCP in tourism. This points the need to prioritize actions that are most likely to bring the greatest or trigger the necessary change over the shortest period of time. It is also about working with those players and processes that are best placed to implement change –i.e. multipliers.
 - f) Collaboration: A qualifying element of the programme would be developing its synergy with the other five 10YFP programmes and to ensure a constant exchange of information and knowledge.
 - g) Awareness raising: Shifts in demand can play a powerful catalyst for change and thus it is key to move towards ensuring shifts in consumers' behavior in order to motivate sustainable tourism consumption.
- Assist governments and all relevant stakeholders to lead by example
- Respect UN Regulations, Privileges and Immunities

5. Funding of the 10YFP STP

It is expected that donors will fund specific activities/actions according to their own interests (the STP PoW will function as a menu open to contributions from various donors – donors can also fund flagship and/or catalytic projects which are contributing to the implementation of the PoW). Depending on the different cases and agreement with donors, contributions will be channelled in two different streams: 1) direct to a Partner, MAC, Lead or Co-Lead for implementation of a specific activity identified in the PoW; or 2) direct to the 10YFP Trust Fund, which is administered by the 10YFP Secretariat. Lead, Co-Leads and all MAC members are expected to support the Coordination Desk's fundraising efforts.

