



**Asia-Pacific  
Economic Cooperation**

**Report to APEC on the international workshop:  
*Advancing Sustainable Tourism at Cultural and Natural  
Heritage Sites*  
Mogao Caves World Heritage Site, China  
26-29 September 2009**



**APEC Tourism Working Group**

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# ABBREVIATIONS

ADB - Asian Development Bank

APEC - Asia-Pacific Economic Cooperation

ASEAN - Association of Southeast Asian Nations

ESCAP - Economic and Social Commission for Asia and the Pacific

ICOMOS – International Council on Monuments and Sites

ICCROM – International Centre for the Study of the Preservation and Restoration of Cultural Property

IMF - International Monetary Fund

IUCN – World Conservation Union

NGO - Non-Governmental Organisation

OECD - Organisation for Economic Co-operation and Development

SACH – State Administration of Cultural Heritage, China

SEWPaC – Australian Government Department of Sustainability, Environment, Water, Population and Communities

TOR - Terms of Reference

TWG - Tourism Working Group

UNDP - United Nations Development Programme

UNESCO - United Nations Educational, Scientific and Cultural Organisation

UNWTO - United Nations World Tourism Organisation

WB - World Bank

WTO - World Tourism Organization



# INTRODUCTION

The international workshop, *Advancing Sustainable Tourism at Natural and Cultural Heritage Sites*, was organised by the Australian and Chinese Governments and the Getty Conservation Institute, with support from the Asia Pacific Economic Cooperation (APEC) Tourism Working Group. The workshop was held at the Mogao Caves World Heritage site in Gansu Province, China, from 26-29 September 2009, and was hosted by the Dunhuang Academy, the authority responsible for managing the site. This workshop built on three previous workshops on sustainable tourism organised in 2008 and 2009 by the World Heritage Centre in cooperation with the Advisory Bodies to the World Heritage Committee (IUCN, ICOMOS and ICCROM) and a number of key partners.

The workshop brought together around 100 experts and representatives from 21 economies to position World Heritage in relation to tourism by discussing:

- potential changes to the Operational Guidelines for the Implementation of the World Heritage Convention (the Operational Guidelines) to provide guidance on managing tourism at World Heritage sites
- the development of best practice policy guidance on sustainable tourism management
- proposed Principles for Sustainable Tourism at World Heritage Properties
- strategies and methods for successful tourism management and means for sharing sustainable tourism “best practices” at cultural and natural heritage sites from around the globe.

The workshop itself was an outstanding success. The quality of discussions was high with excellent contributions on the themes of planning for sustainable tourism; working with the tourism industry; managing the tourist/visitor experience on-site; and maximising community benefits. The location of the workshop at the Mogao Caves offered the opportunity to see world-leading management at a World Heritage site, and showcased over a decade of international cooperation in conservation and tourism management.

Some key conclusions were drawn from the workshop:

- Tourism is mainstream business for World Heritage and should be integrated into mainstream processes.
- World Heritage should see tourism as an opportunity (successful sites control their relationship with tourism, rather than vice versa).
- World Heritage should be recognised as an integral part of the tourist/visitor sector (not part of an “us and them” relationship). World Heritage listing makes many sites more attractive to visitors, thus stimulating tourism. Tourism brings many new challenges for site management and protection.
- There is a range of excellent documents with tools and methods to manage tourism. Given this richness of information, what is needed is not so much another manual but rather a position statement that helps orient the World Heritage community to tourism. The workshop outcomes address this need.

These and the other conclusions of the workshop form a powerful, simple but durable basis for the relationship between World Heritage and tourism.





# BACKGROUND

## Endorsement from the World Heritage Committee

In 2009, at its 33rd session at Sevilla, Spain, the World Heritage Committee endorsed the Mogao Workshop in the following Decision (33 COM 5A).

The World Heritage Committee,

Expresses its gratitude to the Governments of Australia and China for the organisation of a workshop on sustainable tourism at the World Heritage site, Mogao Caves, China, in September-October 2009 and requests that the following elements be submitted to the Committee for examination at its 34th session in 2010:

- a) A report on the workshop,
- b) The subsequent recommendations of the workshop regarding the adoption of best practices policy guidance, and concerning the changes proposed for the *Operational Guidelines for the Implementation of the World Heritage Convention*,
- c) A document concerning the progress of the World Heritage Programme on Tourism.

## Background on the Relationship between Tourism and World Heritage

A background document was disseminated to delegates prior to the workshop to provide contextual information on how tourism relates to the *Convention Concerning the Protection of the World Cultural and Natural Heritage 1972* (hereafter referred to as the *World Heritage Convention* or the *Convention*). The following information is drawn from this document, supplemented and reinforced by discussions that took place at the workshop.

Tourism at World Heritage sites has implications for all aspects of protection of World Heritage properties. The aim of the *World Heritage Convention* is to **identify, protect, conserve, present and transmit** the cultural and natural heritage of Outstanding Universal Values (OUV) of World Heritage sites to future generations. Tourism, and the way in which the World Heritage community responds to the opportunities and threats it poses, can be a major factor in the success or otherwise of implementing the aims of the *Convention* at individual World Heritage sites. Importantly, the *Convention* embraces the concept of 'sustainable development.' Tourism and the tourist/visitor industry, in partnership with agencies and others responsible for the protection and conservation of cultural and natural heritage as well as local communities, can make a significant contribution to this important goal.

High levels of tourism interest at some properties nominated for World Heritage listing may occur prior to listing while other sites may be nominated with an expectation that tourism interest will be increased as a result of inscription. Whether this is the case or not, identification itself, and inscription on the World Heritage List inevitably draws attention to a site's values, and augments visitor and tourism industry interest.

The impacts of visitation are created irrespective of whether those visiting sites are local, national or international; independent travellers or part of a group. Therefore the term 'visitor' is preferred over 'tourist'.

Increasingly, it appears that States Parties seek World Heritage listing for reasons that include the associated economic and status benefits. Listing almost always results in an increase in tourism. This increase provides opportunities to tell the story of World Heritage properties more widely, to garner public support for and appreciation of the values domestically and internationally, and to augment the amount of funding and assistance available for the protection and conservation of the property. However, identification and inscription can also, if not well managed, be a threat to the integrity of an inscribed site's Outstanding Universal Value or impact adversely on the traditional ways of life of those who live in the vicinity. This process and period of initial **identification**, assessment and listing by the World Heritage Committee is therefore crucial to establishing a management framework to safeguard the identified values for the benefit of current and future generations, and considering the likely impacts on local populations arising from the inscription. It is the time when the World Heritage Committee, through procedures elaborated in the *Operational Guidelines*, can effectively ensure that tourism at a World Heritage site enhances its values, rather than endangers them.

**Protection** of an inscribed site generates major challenges when responding to public demand for access while sustaining the tangible and intangible values, respecting communities and generating greater benefits from tourism activities. Protection depends on the prevention of inappropriate use and development, both within the site's boundary, in the buffer zone and in the surrounding area. The relationship between site managers and tourism is dynamic, often complex, and can positively assist to sustain or enhance the values of both these zones. It can however have profound negative effects, if excessive or poorly managed, as numerous global examples attest. Therefore, a strong, cooperative partnership between site managers and the tourism sector, including tourism authorities, is an important part of the protection of heritage sites. Also of great importance to the ongoing protection of a site and its surrounding context is the involvement of the local population. This depends in part on sympathetic, sensitive tourism-related development and on-site management respecting and involving the local communities and, through consultation, ensuring that the site provides benefits for its immediate stakeholders. The development of a sympathetic and locally sustaining tourism sector can contribute strongly to this aim.

Similarly, **conservation** requires working with the tourism sector to achieve the aims of the *World Heritage Convention*. Long-term conservation and enhancement of a property's values is an inherent objective in the granting of World Heritage status. This requires careful planning – including tourism impact studies, appropriate response to demand pressure, and the establishment of a system of monitoring to ensure no loss to the values for which the site has been inscribed. Conservation of heritage is also crucial in sustaining the tourism sector into the future. To best achieve this mutually beneficial outcome, States Parties should develop national policy that supports sustainable heritage tourism.

**Presentation** is an important but sometimes neglected goal of the *World Heritage Convention* – that is, the presentation of the site to effectively display and explain its values. Tourism is intimately linked to this endeavour. The stories which are told and sold to visitors will profoundly influence their attitude to the property, and their appreciation of it. Visitor programs can play a crucial role in explaining the World Heritage values of a property and in presenting and explaining World Heritage values more generally. On the other hand inappropriate tourism promotion or on-site management can harm the presentation and transmission of World Heritage values, degrade the visitor experience and hence impact adversely on the tourism sector itself.

Overall, the universal values of World Heritage properties inevitably link them closely with tourism. Their **transmission** depends on an ongoing robust and successful tourism operation, fundamentally aligned to the values of the site and their conservation. It will be enhanced by the greater public awareness and support that is derived from well managed tourism programs and promotion.

In light of the fundamental, mutually dependent relationship between World Heritage and tourism, there have been a number of recent international initiatives relating to this issue. Many international non-government organisations have produced a range of charters, criteria, manuals, guidelines and handbooks. These organisations include the World Heritage Centre (WHC), United Nations World Tourism Organisation (UNWTO), United Nations Foundation (UNF), Nordic World Heritage Foundation (NWHF), United Nations Environment Program (UNEP), as well as the Advisory Bodies to the *World Heritage Convention*: International Council on Monuments and Sites (ICOMOS) and International Union for the Conservation of Nature (IUCN).

The World Heritage Centre's now-concluded World Heritage Tourism Program was developed in 2001 to aid the World Heritage Committee and site management using tourism as a positive force to retain World Heritage site values and to help mitigate threats. An important product of the Tourism Program has been draft *Principles for Sustainable Tourism at World Heritage Properties* (the Principles) that were developed and refined through the work of a coalition of partners including UN Agencies, specialised NGOs, States Parties and included reference to a number of key documents such as the ICOMOS International Cultural Tourism Charter, UNWTO International Code of Ethics and the Global Sustainable Tourism Criteria. The draft Principles were reviewed and endorsed by delegates at the *Advancing Sustainable Tourism at Cultural and Natural Heritage Sites* workshop. The Principles as agreed provide a best practice framework that all stakeholders should apply in the achievement of their specific objectives so that heritage resources will be protected and conserved and the many positive benefits of tourism realised.



# OVERVIEW OF WORKSHOP DISCUSSIONS

The success of the workshop was due to the many inputs of a large number of people. The level of commitment shown by all participants, and in particular the contributions of Convenors, Chairs, Rapporteurs and presenters, was impressive and demonstrated the importance of the issue of sustainable tourism to a wide range of stakeholders.

The workshop was structured into four themes which were highlighted through presentations, case studies and panel and small group discussions. In addition to the four main themes, the workshop was greatly enriched by its location at the Mogao Caves benefiting from site tours, a session on the management of the site, and contributions by Dunhuang Academy staff. A roundtable discussion on the management of cultural and natural heritage in China also provided a unique perspective on the situation in the host country, which all participants agreed was world-leading in its breadth and depth of activity. The following overview is a summary of information presented. The workshop discussion and outcomes will be published and disseminated through the World Heritage Papers Series.

## Theme One: Planning for Sustainable Tourism

Concerns identified about the **threats posed by the fast-growing tourism industry** to the attributes and processes that embody heritage values include:

- alteration of social structures
- loss of physical fabric by uncontrolled development within and near sites
- quality of visits and values at risk
- impacts on local cultures
- low suitability of some sites with living heritage for large scale tourism
- benefits of mass tourism not trickling down to local communities.

Successful planning for sustainable tourism requires **integrating heritage place planning with other planning instruments at the local, national and regional levels**. Additionally, governance mechanisms need to be strengthened for effective policy implementation. It is important to find ways to bridge the gap between official policy and sustainable tourism (for example George Town, Penang where tangible and intangible values are conserved and traditional street life maintained). Traditional views on the development of tourism destinations need to change (an example was given comparing Manila Intramuros and Manila city).

Heritage authorities and managers are often under **pressure from larger government and development agendas** including maximisation of visitor expenditure and income generation. Initiatives can be driven by short-term benefits with insufficient focus on sustainable conservation and use, for example:

- links between sustainable place conservation and use may not be clearly understood by all stakeholders, often with a lack of shared values leading to the exploitation of resources or competition for scarce resources
- there is no consensus on what management means or entails
- the balance between accessibility/use and conservation requirements needs to be better achieved.

**Managing the heritage values** of a site is an essential tool in planning for sustainable tourism. Often referred to as 'Values Based Management' it provides a framework in which all management decisions are based on the conservation of tangible and intangible values. All the site's values including conflicting values need to be addressed (an example of this was given for Uluru in Australia). Best practice management planning requires an understanding of the range of values and interests held by different groups and is critical for sound decision-making. This management approach can empower different stakeholders and create equitable conditions for decision making. It should be used to encourage broad participation in both decision-making and implementation (for example at Mogao public participation in conservation helps people to understand the values and vulnerability of the caves). Indicators should be developed to monitor visitor management actions, to anticipate problems and to manage change.

Management planning based on heritage values should be used as part of tourism planning – visitors aren't the problem, rather **negative impacts are created through a lack of adequate visitor management planning and implementation**. Excellence in heritage management must include meaningful visitor experiences, convey conservation messages and the spirit of place. Education is critical to promoting a sense of belonging and the preservation of heritage. It plays a key role in achieving a better balance between use and conservation.

**Synergies between public and private initiatives and promoting community participation** and benefits can yield successful results (an example is the Rice Terraces in the Philippines where local people see ownership as a way out of poverty). Benefits that derive from tourism activities should include improved quality of life, income generation and the fair distribution of benefits, particularly for host communities.

The workshop participants were keen to see the establishment of a process that brings the same level of awareness of the impacts of unsustainable tourism as there is for climate change.

#### Case Study 1

**Topic:** *Peru: planning for sustainable heritage tourism and conservation*

**Presented by:** **Ana Maria Hoyle, National Institute of Culture, Peru**

#### Key points:

- The Historic Sanctuary of Machu Picchu was inscribed to the World Heritage List in 1983. Machu Picchu, an extraordinary urban creation of the Inca Empire, stands 2,430 metres above sea-level, in the middle of a tropical mountain forest.
- Tourism development is considered to be a strategic line of investment for the Peruvian Government, as well as a means to contribute to sustainable human development and poverty alleviation. Peru has thus developed the National Strategic Plan for Tourism (PENTUR 2005-2015), which defines policies, objectives, strategies and actions to achieve sustainable tourism practices nationwide.
- The PENTUR plan is further supported by Peru's policies and guidelines that pertain to the conservation and protection of the nation's tangible and intangible cultural heritage, designed to meet international criteria and principles, particularly those set forth in the *World Heritage Convention* (1972) and the convention's *Operational Guidelines*.
- The implementation of the PENTUR plan has resulted in the definition of regulatory measures for tourism practices, the sustained and decentralized financial support of programs for the conservation, recovery, protection and presentation of Peru's cultural heritage, the construction of infrastructure to enhance tourism activities, and a variety of actions geared towards achieving the sustainable use of heritage sites, particularly those inscribed on the World Heritage List.
- The Master Plan for the Historic Sanctuary of Machu Picchu includes a planned course of action, specific regulatory measures, and public policies as well as objectives, strategies and programs for research, conservation and social use of both cultural and natural heritage. Management is prescribed as a trans-sectoral, decentralized and participatory endeavour.

- The Management Unit for the Historic Sanctuary of Machu Picchu (UGM) was constituted with representatives from the National Institute of Culture (INC), the National Service for Natural Protected Areas (SERNAM), the vice ministry for tourism and the Regional Government of Cusco. Its structure comprises a Direction Committee for decision-making and an alternate committee, responsible for the technical implementation of the Direction Committee.
- This model is relevant because it integrates the key entities with mandates for heritage management, tourism and regional development in an entity that also brings together public and private interests from different sectors at the national, regional and local level.

## Theme Two: Working with the Tourism Industry

The **global tourism market is changing** with new audiences. The largest sources of growth will be Asia, the Pacific and the Americas. Before 2020 China will become the second largest source of tourists/visitors. The workshop heard that tourists/visitors are increasingly culturally sophisticated travellers who are connected to information technology, are often less fit, and are interested in experiences not just destinations. The market is expected to double by 2020 to 1.6 billion arrivals each year, with domestic tourism adding perhaps five times that number. Cultural tourism is currently 35-40% of all international trips and is growing by 15% each year. Ecotourism is also increasing from 20% by 10-12% of arrivals each year.

The **tourism sector is diverse and dynamic** in its business models and organisational or governance structures, and composed of many sizes and types of players, including those involved in transport, government, accommodation, food, tours, souvenirs, cultural experience and interpretation, and other services. Visitors themselves are also diverse in terms of their national and cultural background, interests, behaviour, economic power, awareness and expectations of World Heritage. As a “product”, as viewed by the tourism industry, World Heritage sites also vary widely. This is also, importantly, true for the communities in or near World Heritage properties.

In this changing and fragmented environment it is **important to clarify the roles of the various stakeholders** to develop a better understanding between sectors. It is important to recognise the two-way relationship between tourism and heritage industries. Tourist/visitor operators have an interest in safeguarding heritage assets to ensure a sustainable future for all stakeholders.

The realities of **global inequality** are stark and disparities between developed and developing worlds are acute. Issues to address include capacity building, good governance, strengthening government to ensure benefits are spread across local communities, and that economic benefits are retained for the country.

**Marketing mechanisms** can be useful in sustaining communities and conservation. Good marketing is a useful tool, as is linking sustainable tourism into existing industry processes. The local level is where innovation, partnerships and improved benefits often emerge. However there is always a need to manage expectations.

## Case Study 2

**Topic:** *France: Local Authorities and Sustainable Tourism: The Experience of the Grands Sites de France*

**Presented by:** **Anne V'ourch, Director, Grands Sites de France Network**

### Key points:

- The Grands Sites de France Network is a national association which brings together the elected local authorities which are responsible for the long-term and day-to-day issues relating to conservation and presentation of the Grands Sites (major sites protected under French law). One of the major challenges the network faces is finding and maintaining the balance between the need to protect heritage sites and capitalising on the sites' attractive tourism potential.
- Some of the Grands sites have become victims of their own success and are now faced with invasion by cars and coaches, undesirable levels of crowding, obtrusive shopping outlets, local residents who now either depend solely on tourism or object to the influx of tourists and develop hostile attitudes, and regular visitors who no longer want to come to sites that have become "tourist traps".
- Local authorities, with the State administration, have reacted by:
  - changing their method of site management to adopt sustainable development, and managing sites with respect for the values;
  - seeking solutions in cooperation with tourist operators; and
  - encouraging a quality experience for the visiting public and the participation of local residents.
- The integration of the management of the Grands Sites in tourism planning is facilitated by the fact that local authorities have a double responsibility for tourism policy and strategy for conservation and presentation of heritage. The local authorities are responsible for developing the strategy of presentation and transmission, and also for congestion management, and the site management plan, while respecting the rules of protection and in close cooperation with the culture and environment state bodies at the national or regional levels.
- Local authorities are also in charge of day-to-day running of the Grands Sites and the reception of visitors, passage of information, guidance, services, facilities, ticketing, designing maps and interpretation tools, programming cultural events, public relations and promotion of the site, carrying out necessary work, and so on.
- The State administration supports local authorities and has recently created a label to distinguish the sites that have achieved a level of excellence in sustainable management – the national label "Grands Site de France"®. The French Ministry of Ecology and Sustainable Development, which manages the label, has, in co-operation with the Grands Sites de France network, set out regulations for the use of the label.

## Theme Three: Managing the Tourist/Visitor Experience on Site

**Presentation and interpretation play a key role as part of site management** in order to achieve the aims in Paragraph 4 of the *World Heritage Convention*. Interpretation is the primary way that Outstanding Universal Value, authenticity and integrity are conveyed to a wider public. However, "presentation" of sites does not equal "tourism". Tourism is not the only means to engage with heritage – public use of heritage sites encompasses a wide range of local, national and international audiences, each of which creates opportunities and threats for sites.

**Conveying the meaning of a site** is important in every phase of the tourism/visitor chain. The encounter between the physical reality of the site and the individual should be a dialogue not a monologue. However, many changes in society present a challenge to conveying meaning. Sites are not static, and neither are audiences. With growing numbers of visitors, heritage site managers need to consider how to plan for and manage the pressure, or whether "sorry the site is full" will become a frequent reality. Another concern is that heritage may be seen as merely



a driver for entertainment and experience – that the past may become a theme park. Heritage site managers therefore need to consider the other important elements in the *World Heritage Convention*: integrity and authenticity.

**Not all World Heritage properties can and want to embrace providing for visitors.** One size does not fit all. In general, properties should base their planning mechanisms on the solid foundations of understanding the heritage values of the place and the needs of visitors. Planning needs to acknowledge that at most sites, visits by the public and the implementation of interpretation of all the significant values are integral elements of conservation. The focus should be on the visitor experience as a whole – what the visitor expectation should be and what should be best practice. Visitors should receive a positive, informative and interactive experience. Conservation of the physical and intangible resources and values of a site are the building blocks of heritage interpretation.

**To achieve best practice it is imperative that organisations allocate resources** to employ and develop staff with the appropriate expertise, commitment, connections and vision. This applies to all disciplines and across the organisation including conservation, tourism, corporate services, human resources, commercial operations, etc.

Similarly **the development of infrastructure for visitors must be subject to adequate planning** to ensure a level of control through effective policies, regulations and governance. Delivery needs quality assurance and resources to ensure all elements and heritage values are included and the community, stakeholders and associated people are involved.

### Case Study 3

**Topic:** *Integrating visitor management and carrying capacity at the Mogao Caves*

**Presented by:** Neville Agnew, Martha Demas, Shin Maekawa, Getty Conservation Institute  
Fan Jinshi, Wang Xudong, Li Ping, Luo Huaqing, Dunhuang Academy  
Kirsty Altenburg SEWPaC  
Sharon Sullivan, Sullivan Blazejowski and Associates  
Ali Kiran, Chris Billings, Kiran Consulting

#### Key points:

- The Mogao Caves property formed a highly significant feature of the workshop. The Mogao Caves showcases effective site management that controls visitation with a long term perspective to protect the values of the site. The Dunhuang Academy considers that visitor management is equally as important as conservation in the management of the site's Outstanding Universal Values. It also provides an example of international cooperation over time – this is very much in the spirit of the *World Heritage Convention* which calls for dialogue and mutual assistance.
- The Panel outlined the Dunhuang Academy's visitor management planning which includes clear policies with objectives for the short and long term. Strategies to manage the rising number of visitors and meet their expectations include implementing an advance booking system, strict control of visitor numbers through guided tours using defined circulation routes and careful selection of publicly accessible caves, exhibitions and monitoring.
- Training of Dunhuang Academy guides is a high priority. Visitors receive information from the guides on the importance of the physical conservation of the caves. Comprehensive visitor management at the Mogao Caves includes regular surveys to collect data on visitor profiles and information on visitor satisfaction and expectations and observations of visitor behaviour. Information gathered in the surveys alerts management to potential issues and informs decision making to improve visitor services and increase visitor satisfaction. Information on visitation provides management with effective tools for understanding the tourist/visitor market and for working cooperatively with tourism operators. This has been an empowering development for visitor management staff.

- To protect and safeguard the fragile wall paintings and statues in the caves a sophisticated visitor carrying capacity study has been developed by the international partners at Mogao. The study combines an integrated analysis of the environmental, physical and social elements which may be affected by visitors and the degree of this effect. The identified limiting conditions establish the visitor carrying capacity for the site. The conservation requirements of the site call for interdisciplinary cooperation among different fields using traditional conservation techniques as well as sophisticated new technologies. A visitor simulation flow model is being developed to assist with planning and an integrated visitor management system. This model links visitation at the Mogao Caves site with a new visitor orientation centre being planned close to the town of Dunhuang.
- The tourism sector has to meet the requirements of heritage conservation to ensure the long term sustainable use of heritage places, and not the opposite. Safeguarding heritage ensures tourism interests are maintained into the future. The aim for sustainable tourism is to have sustained site conservation.

#### **Theme Four: Maximising Community Benefits**

The workshop expressed concern that although tourism is increasing, the **benefits from mass industry are often not trickling down to the local communities**. The World Heritage brand encompasses some of the world's most attractive destinations and should be used as a mechanism to support sustainable development. Heritage is a resource, the benefits of which should be shared.

**Tourism can be of mutual benefit to communities, sites and the visitors.** Local community values, both tangible and intangible, and uses of the heritage site can also contribute to enhancing the visitor experience. However tourism markets and products must have buy-in from the local communities.

**Working with the community is essential to achieve better conservation and effective management of the site.** However, there are a number of potential hurdles, challenges or related issues:

- *community involvement and ownership of plans and strategies* – there is a need to avoid simplistic understandings of who the 'community' is; recognise the challenge of identifying and including all stakeholders; the contested nature of community/conflicting interests; consider whose voice is heard; consider diverse interests and what is needed to involve/engage communities effectively and equitably.
- *values-based planning* – including tangible and intangible heritage; the historical and contemporary social, cultural and environmental context. Looking for congruence between site values, local values and tourism. Recognising the need to be careful, realistic, patient and manage everyone's expectations. Ensure that the intended benefits derived from tourism in and around World Heritage properties include improve quality of life, and generate income with a fair distribution of benefits.
- *blurred boundaries* – past/future; public/private; local/visitor; local/industry.
- *technical expertise and support* – needed in nations where local governance is not well established. Weak governance reduces the effectiveness of good policy and guidelines. More support is needed to strengthen governance mechanisms including empowering communities for equitable decision making, and ensure local planning and development supports heritage conservation.

- *skills training to support communities:*
  - need to get local people and local tourism operators involved in the nomination process, not just a top down process, especially as local people are sometimes re/dislocated and hence disengaged. Need to engage them and not force international processes on them.
  - local people and cultural tourism need each other, so capacity building is important to provide adequate skills and confidence in traditional and local knowledge and practices.
  - local companies often need assistance in the form of micro loans and other areas of business practices
  - communication must be a dialogue providing access to heritage site management so local people and tourism operators can be informed and can fully understand the responsibilities, but also enable them to provide advice. Dialogue is essential to negotiate conflicting values, and to demystify conservation.

#### Case Study 4

**Topic:** *Community-based Cultural Tourism in Vanuatu's First World Heritage Site: A case study of "Roi Mata Cultural Tours"*

**Presented by:** **Douglas Kalotiti, Chairperson, World Heritage and Tourism Committee for the Lelepa region**

#### Key points:

- In 2008, Vanuatu's Chief Roi Mata's Domain was inscribed to the World Heritage List. The first site to be inscribed in Vanuatu, Chief Roi Mata's Domain consists of three early 17th century AD sites on the islands of Efate, Lelepa and Artok associated with the life and death of the last paramount chief, or Roi Mata, of what is now Central Vanuatu.
- Prior to its inscription, during October and November 2005, over fifty community members participated in two sustainable tourism workshops, held initially at Natapao (Lelepa Island) and then later at Mangaliliu. The objective of these week-long workshops was to encourage community members to design a sustainable tour that would both protect and promote the cultural and natural values of the region.
- Participants of these workshops visited the sites that would be included in the tour to discuss how they envisioned tourists might experience the Roi Mata Cultural landscape. These on-site discussions were invaluable because they gave both facilitators and participants a realistic picture of the level and nature of visitation that would be appropriate at the sites. For instance, out of respect for Roi Mata and to avoid offending his spirit, most of the workshop participants visiting the large banyan tree at Mwalasayen (Mangaas) maintained a distance of at least 15 metres from the base of the tree. This practice was later officially adopted as part of the Roi Mata Cultural Tour, to encourage visitors to show a culturally appropriate degree of respect for Roi Mata's former residence.
- Thus, one of the most important messages that the community drew from these workshops was that it is possible to impose cultural restrictions on visitors to the region. Enforcing such restrictions allows the local community to maintain a pride in their own culture, ensures that the cultural and natural values of the place are maintained, and enriches the experience of visitors who want to feel that they have participated in the local culture in an appropriate way.
- A tourism planning framework was derived from two related documents – *Stepping Stones for Tourism 2003* and *Steps to Sustainable Tourism 2004*. Through a series of ten steps, the Lelema community developed a marketable tour that takes account of their local heritage and the *kastom* rules (*nafsan natoon*) associated with the Roi Mata landscape.

# RECOMMENDATIONS OF THE MOGAO WORKSHOP

The participants of the Mogao Workshop recommended that the following policy approaches be adopted by the World Heritage Committee to establish the position of World Heritage in relation to tourism:

1. a policy orientations statement defining the relationship between World Heritage and tourism;
2. proposed Principles to provide a best practice framework for stakeholders to protect and conserve heritage resources in the context of tourism; and
3. minimal changes to the *Operational Guidelines* to ensure the appropriate consideration of tourism issues in nomination and state of conservation processes.

## **Recommendation 1: Policy Orientations: defining the relationship between World Heritage and tourism\***

### 1. The tourism sector

The global tourism-sector is large and rapidly growing, is diverse and dynamic in its business models and structures.

Tourists/visitors are diverse in terms of cultural background, interests, behaviour, economy, impact, awareness and expectations of World Heritage.

There is no single way for the *World Heritage Convention*, or World Heritage properties, to engage with the tourism sector or with tourists/visitors.

### 2. The relationship between World Heritage and tourism

The relationship between World Heritage and tourism is two-way:

- a) World Heritage offers tourists/visitors and the tourism sector destinations
- b) Tourism offers World Heritage the ability to meet the requirement in the *Convention* to 'present' World Heritage properties, and also a means to realise community and economic benefits through sustainable use.

Tourism is critical for World Heritage:

- a. For States Parties and their individual properties,
  - i. to meet the requirement in the *Convention* to 'present' World Heritage
  - ii. to realise community and economic benefits
- b For the *Convention* as a whole, as the means by which World Heritage properties are experienced by visitors travelling nationally and internationally

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\* Note: This text corrects some formatting and removes repetitions that were in the version attached to the World Heritage Committee Decision 34 COM 5F.2 (Annex3).

- c. As a major means by which the performance of World Heritage properties, and therefore the standing of the *Convention*, is judged;
  - i. many World Heritage properties do not identify themselves as such, or do not adequately present their Outstanding Universal Value
  - ii. it would be beneficial to develop indicators of the quality of presentation, and the representation of the World Heritage brand
- d. As a credibility issue in relation to:
  - i. the potential for tourism infrastructure to damage Outstanding Universal Value
  - ii. the threat that World Heritage properties may be unsustainably managed in relation to their adjoining communities
  - iii. sustaining the conservation objectives of the *Convention* whilst engaging with economic development
  - iv. realistic aspirations that World Heritage can attract tourism.

World Heritage is a major resource for the tourism sector:

- a. Almost all individual World Heritage properties are significant tourism destinations
- b. The World Heritage brand can attract tourists/visitors,
  - i. noting that the World Heritage brand has more impact upon tourism to lesser known properties than to iconic properties.

Tourism, if managed well, offers benefits to World Heritage properties:

- a. to meet the requirement in Article 4 of the *Convention* to present World Heritage to current and future generations
- b. to realise economic benefits.

Tourism, if not managed well, poses threats to World Heritage properties.

### 3. The responses of World Heritage to tourism

The impact of tourism, and the management response, is different for each World Heritage property: World Heritage properties have many options to manage the impacts of tourism.

The management responses of World Heritage properties need to:

- a. work closely with the tourism sector
- b. be informed by the experiences of tourists/visitors to the visitation of the property
- c. include local communities in the planning and management of all aspects of properties, including tourism.
- d. be based on the protection and conservation of the Outstanding Universal
- e. present Outstanding Universal Value and focus upon the experience of tourists/visitors.

While there are many excellent examples of World Heritage properties successfully managing their relationship to tourism, it is also clear that many properties could improve:

- a. the prevention and management of tourism threats and impacts
- b. their relationship to the tourism sector inside and outside the property
- c. their interaction with local communities inside and outside the property
- d. their presentation of Outstanding Universal Value and focus upon the experience of tourists/visitors.

#### 4. Responsibilities of different actors in relation to World Heritage and tourism

The *World Heritage Convention* (World Heritage Committee, World Heritage Centre, Advisory Bodies):

- a. set frameworks and policy approaches
- b. confirm that properties have adequate mechanisms to address tourism before they are inscribed on the World Heritage List
  - i. develop guidance on the expectations to be include in management plans
- c. monitor the impact upon Outstanding Universal Value of tourism activities at inscribed sites, including through indicators for state of conservation reporting
- d. cooperate with other international organisations to enable:
  - i. other international organisations to integrate World Heritage considerations in their programs
  - ii. all parties involved in World Heritage to learn from the activities of other international organisations
- e. assist State Parties and sites to access support and advice on good practices
- f. reward best practice examples of World Heritage properties and businesses within the tourist/visitor sector
- g. develop guidance on the use of the World Heritage emblem as part of site branding.

Individual States Parties:

- a. develop national policies for protection
- b. develop national policies for promotion
- c. engage with their sites to provide and enable support, and to ensure that the promotion and the tourism objectives respect Outstanding Universal Value and are appropriate and sustainable
- d. ensure that individual World Heritage properties within their territory do not have their Outstanding Universal Value negatively affected by tourism.

Individual property managers:

- a. manage the impact of tourism upon the Outstanding Universal Value of properties
  - i. noting that common tools at properties include fees, charges, schedules of opening and restrictions on access
- b. lead onsite presentation and provide meaningful visitor experiences
- c. work with the tourist/visitor sector, and be aware of the needs and experiences of tourists/visitors, to best protect the property
  - i. noting that the best point of engagement between the *World Heritage Convention* and the tourism sector as a whole is at the direct site level, or within countries
- d. engage with communities and business on conservation and development.

Tourism sector:

- a. work with World Heritage property managers to help protect Outstanding Universal Value

- b. recognize and engage in shared responsibility to sustain World Heritage properties as tourism resources
- c. work on authentic presentation and quality experiences.

Individual tourists/visitors with the assistance of World Heritage property managers and the tourism sector, can be helped to appreciate and protect the Outstanding Universal Value of World Heritage properties.

## **Recommendation 2: Proposed Principles for Sustainable Tourism at World Heritage Properties**

### Preamble

The *Principles for Sustainable Tourism at World Heritage Properties* define cooperative stakeholder relationships among all relevant government agencies, public and private tourism sectors, civil society including NGOs, visitors, site management, museums and community members, such that tourism and visitation associated with World Heritage Properties contributes to the long term sustainability of their heritage values and sense of place, while generating cultural and socio-economic benefits to the local population and surrounding region. These cooperative relationships are built on a shared concern for the long term protection and conservation of cultural and natural heritage places and their visitor attraction.

World Heritage Properties represent ecological, geological, material, intellectual and spiritual resources that are the common heritage of humanity. They provide an important narrative of environmental and historical development and serve as foundations for contemporary social identity and development. Properties inscribed on the World Heritage List are recognised for their Outstanding Universal Values. Many listed properties may have a range of additional or complementary heritage values that are established by further research or ascribed by the community.

World Heritage Properties are also among the most popular and heavily promoted visitor and tourist/visitor attractions in many countries. The dramatic current and projected growth of international and domestic travel represents both challenges and opportunities for World Heritage sites and surrounding populations. Poorly managed tourism or excessive visitor numbers at a site can pose major threats to the heritage significance of the place and degrade the quality of the visitor experience. Tourism development and visitor activity should enhance the visitor's understanding and appreciation of the heritage values through interpretation, presentation and visitor services. Sustainable tourism relies on the development and delivery of quality visitor experiences that do not degrade or damage any of the property's cultural or natural values and visitor attraction.

Much tourism promotion, visitor activity, cultural exchange and economic development associated with World Heritage Properties takes place in the surrounding locality, the nearby tourism destination, elsewhere in the country or internationally. Sustainable and responsible tourism development and visitor management requires effective, cooperative commitment and coordination between site management and all relevant public agencies and private enterprises.

The *World Heritage Convention* requires States Parties to protect the Outstanding Universal Value of the inscribed properties under their responsibility. Article 4 of the *Convention* identifies "Presentation" of the Outstanding Universal Value as being of equal importance to its "Identification, Protection, Conservation and Transmission" to future generations. Responsible tourism management and the generation of widespread public support for protection and conservation should be a major contributor to the aims and objectives of the *Convention*.

These *Principles* recognise the Charters and Guidelines already developed by the UNESCO World Heritage Centre, UN World Tourism Organisation, ICOMOS, IUCN, ICOM and other international stakeholders, and are built upon these texts to ensure best practice tourism at heritage places.



## **Principle 1**

### **Contribution to World Heritage objectives**

Tourism development and visitor activities associated with World Heritage Properties must contribute to and must not damage the protection, conservation, presentation and transmission of their heritage values. Tourism should also generate sustainable socio-economic development and equitably contribute tangible as well as intangible benefits to local and regional communities in ways that are consistent with the conservation of the properties.

## **Principle 2**

### **Cooperative partnerships**

World Heritage Properties should be places where all stakeholders cooperate through effective partnerships to maximise conservation and presentation outcomes, whilst minimising threats and adverse impacts from tourism.

## **Principle 3**

### **Public awareness and support**

The Promotion, Presentation and Interpretation of World Heritage Properties should be effective, honest, comprehensive and engaging. It should mobilise local and international awareness, understanding and support for their protection, conservation and sustainable use.

## **Principle 4**

### **Proactive tourism management**

The contribution of tourism development and visitor activities associated with World Heritage Properties to their protection, conservation and presentation requires continuing and proactive planning and monitoring by Site Management, which must respect the capacity of the individual property to accept visitation without degrading or threatening heritage values. Site Management should have regard to relevant tourism supply chain and broader tourism destination issues, including congestion management and the quality of life for local people. Tourism planning and management, including cooperative partnerships, should be an integral aspect of the site management system.

## **Principle 5**

### **Stakeholder empowerment**

Planning for tourism development and visitor activity associated with World Heritage Properties should be undertaken in an inclusive and participatory manner, respecting and empowering the local community including property owners, traditional or indigenous custodians, while taking account of their capacity and willingness to participate in visitor activity.

## **Principle 6**

### **Tourism infrastructure and visitor facilities**

Tourism infrastructure and visitor facilities associated with World Heritage Properties should be carefully planned, sited, designed, constructed and periodically upgraded as required to maximise the quality of visitor appreciation and experiences while ensuring there is no significant adverse impacts on heritage values and the surrounding environmental, social and cultural context.

## **Principle 7**

### **Site management capacity**

Management systems for World Heritage Properties should have sufficient skills, capacities and resources available when planning tourism infrastructure and managing visitor activity to ensure the protection and presentation of their identified heritage values and respect for local communities.

## **Principle 8**

### **Application of tourism generated revenue**

Relevant public agencies and Site Management should apply a sufficient proportion of the revenue derived from tourism and visitor activity associated with World Heritage Properties to ensure the protection, conservation and management of their heritage values.

## **Principle 9**

### **Contribution to local community development**

Tourism infrastructure development and visitor activity associated with World Heritage Properties should contribute to local community empowerment and socio-economic development in an effective and equitable manner.

### Implementing the Principles

The *Principles for Sustainable Tourism at World Heritage Properties* are intended to be adopted and embraced by all stakeholders involved in tourism associated with the world's cultural and natural heritage places. They can be used to undertake the evaluation of existing and proposed tourism development and visitor programmes at heritage places in a consistent and comparable manner. Irrespective of the scale, physical and heritage characteristics of the destination, and the scale and nature of the tourism experience, a consistent basis for evaluation will enable different sites to be compared and managed in a useful and beneficial manner.

**International Agencies**, such as the World Heritage Committee, the UNESCO World Heritage Centre, Category 2 centres working under the auspices of UNESCO, the UN World Tourism Organisation and professional bodies such as ICOMOS, IUCN, ICCROM and ICOM have an agreed framework for cooperation in the development of best practice tourism management at World Heritage Properties and other places of heritage significance.

**States Parties** to the *World Heritage Convention* will have a consistent framework to respond to their obligations under Article 4 of the *Convention*.

**Government agencies** at national, regional and local levels, including Destination Management Organisations, will have a consistent framework and a clear set of objectives to facilitate cooperation and coordination within government and with the private sector to deliver the obligations accepted by their national government as a State Party to the *World Heritage Convention*.

**Heritage Site Management** and those who design or implement tourism programs and projects at heritage places will have a soundly based methodology for evaluating, benchmarking and monitoring the performance of their site or place over time, leading to improved conservation and visitor management policies and programs.

**Tourism Private Sector** operators and providers have a strong basis for cooperation and participation in the delivery of responsible and sustainable tourism development and visitor activities that protect heritage values, contribute to conservation and enhance the visitor experience.

**Researchers** will be able to use a consistent methodology when assessing the dynamic nature of tourism at heritage sites and the impact on heritage significance that may arise from tourism activities.

**Conservation Practitioners** will be able to confidently undertake and present their work to the public, knowing there is a strong basis for visitor management.

**Consent authorities** will be able to evaluate tourism development proposals at heritage sites against a widely recognised and consistent set of Principles. Consent for development will thus be more soundly based on well-established criteria.

**Local Community, Civil Society and NGOs** will have a set of agreed Principles with which to encourage responsible government agencies to develop good practice tourism management.

**Funding Providers** for tourism projects at heritage sites, whether by way of grant or investment, will have a set of criteria against which to evaluate applications for funding, investment or grant support, giving added security for those who invest in or support such programs.

**Tourism Promoters**, whether national, regional or local, will be able to include programs which communicate the heritage significance of historic places in their programs. Promoting the unique or distinctive features of a destination is an essential component of successful tourism promotion.

#### Glossary

This Glossary has been prepared to provide those who use and implement the *Principles for Sustainable Tourism at World Heritage Properties* with a consistent terminology.

**Access** to places of heritage significance includes all forms of access, including **physical access**, where the visitor experiences the place in person, **intellectual access**, where the visitor or others learn about the place, without possibly ever actually visiting it and **emotive access** where the sense of being there is felt, again even if a visit is never undertaken.

**Conservation** describes all of the processes of looking after a Heritage Place, Cultural Landscape, Heritage Collection or aspect of Intangible Heritage so as to retain its cultural, indigenous or natural heritage significance. In some English speaking countries, the term Preservation is used as an alternative to Conservation for this general activity.

**Cultural Tourism** is essentially that form of tourism that focuses on the culture, and cultural environments including landscapes of the destination, the values and lifestyles, heritage, visual and performing arts, industries, traditions and leisure pursuits of the local population or host community. It can include attendance at cultural events, visits to museums and heritage places and mixing with local people. It should not be regarded as a definable niche within the broad range of tourism activities, but encompasses all experiences absorbed by the visitor to a place that is beyond their own living environment.

**Destination** means the place near the heritage site in which the visitor spends at least one overnight stay. It provides visitor arrival facilities, background physical infrastructure, such as accommodation and tourism support services for the various heritage sites and other attractions within their vicinity. Heritage sites may be located within Destinations which comprise urban settlements.

**Local Community** is a general concept that encompasses all of the people who, depending on the context of the discussion, inhabit a defined geographical entity, ranging from a continent, a country, a region, a town, village or historic site.

**Stakeholders** are all of the people and organisations who take part in the process of heritage conservation and tourism, from those who produce the material that helps a future visitor determine the nature of their vacation, to those who organise the transportation, manage the Destination and ultimately manage the heritage places and attractions that the tourist/visitor visits.

**Sustainable Tourism** refers to a level of tourism development and activity that does not compromise or degrade the heritage values of a place, including World Heritage Properties over the long term. It can be maintained because it results in a net benefit for the social, economic, cultural and natural environments of the area in which it takes place.

**Tangible Cultural Heritage** encompasses the vast created works of humankind, including places of human habitation, villages, towns and cities, buildings, structures, art works, documents, handicrafts, musical instruments, furniture, clothing and items of personal decoration, religious, ritual and funerary objects, and industrial systems.

**Tourism Sector** encompasses all those who work in, support, facilitate or provide goods and services to Domestic and International Tourism activities, both the public and private sectors.

**Tourism Infrastructure** includes all of the physical works that enable, facilitate, or enhance a visit to a destination, including the provision or upgrading of transportation, access, accommodation and visitor facilities, either on site or in the locality.

**Triple Bottom Line** covers the environmental, economic and social aspects of any development or conservation activity within a defined area.

### **Recommendation 3: Proposed Changes to the Operational Guidelines**

The workshop recommended minimal changes to the *Operational Guidelines* to ensure the appropriate consideration of tourism issues in the nomination process. The recommended revisions are below and relate to the section on “factors affecting the property” within Annex 5 of the *Operational Guidelines: Format for the nomination of properties for inscription on the World Heritage List*.

Responsible visitation at World Heritage sites

**Consider how your site’s visitation is responsible in view of *The Principles for Sustainable Tourism at World Heritage Properties* (see **Recommendations B.II of WHC-10/34.COM/INF.5F.1 Report on the Workshop on Advancing Sustainable Tourism at Natural and Cultural Heritage Sites, September 2009, Mogao Caves, China**).**

**Describe the current levels of visitation to the property including available baseline data; patterns of use, including concentrations of activity in parts of the property; and demand for different activities. Describe projected levels of visitation due to inscription or other factors. Describe how the site can absorb or be upgraded to meet the current or expected visitor numbers and related development pressure without adverse effects. Consider possible forms of deterioration due to visitor pressure including those to the physical and intangible fabric of the property.**

## 34<sup>TH</sup> WORLD HERITAGE COMMITTEE – DECISION ON WORKSHOP RECOMMENDATIONS

At the 34th World Heritage Committee meeting in Brasilia, the World Heritage Committee welcomed the report on the Advancing Sustainability at Cultural and Natural Heritage Sites workshop.

Though the Committee did not adopt the draft *Principles for Sustainable Tourism at World Heritage Properties*, in paragraph 4 of Decision 34 COM 5F.2 (included in full within this report as Annex 3), the Committee adopted a policy orientation document that in summary:

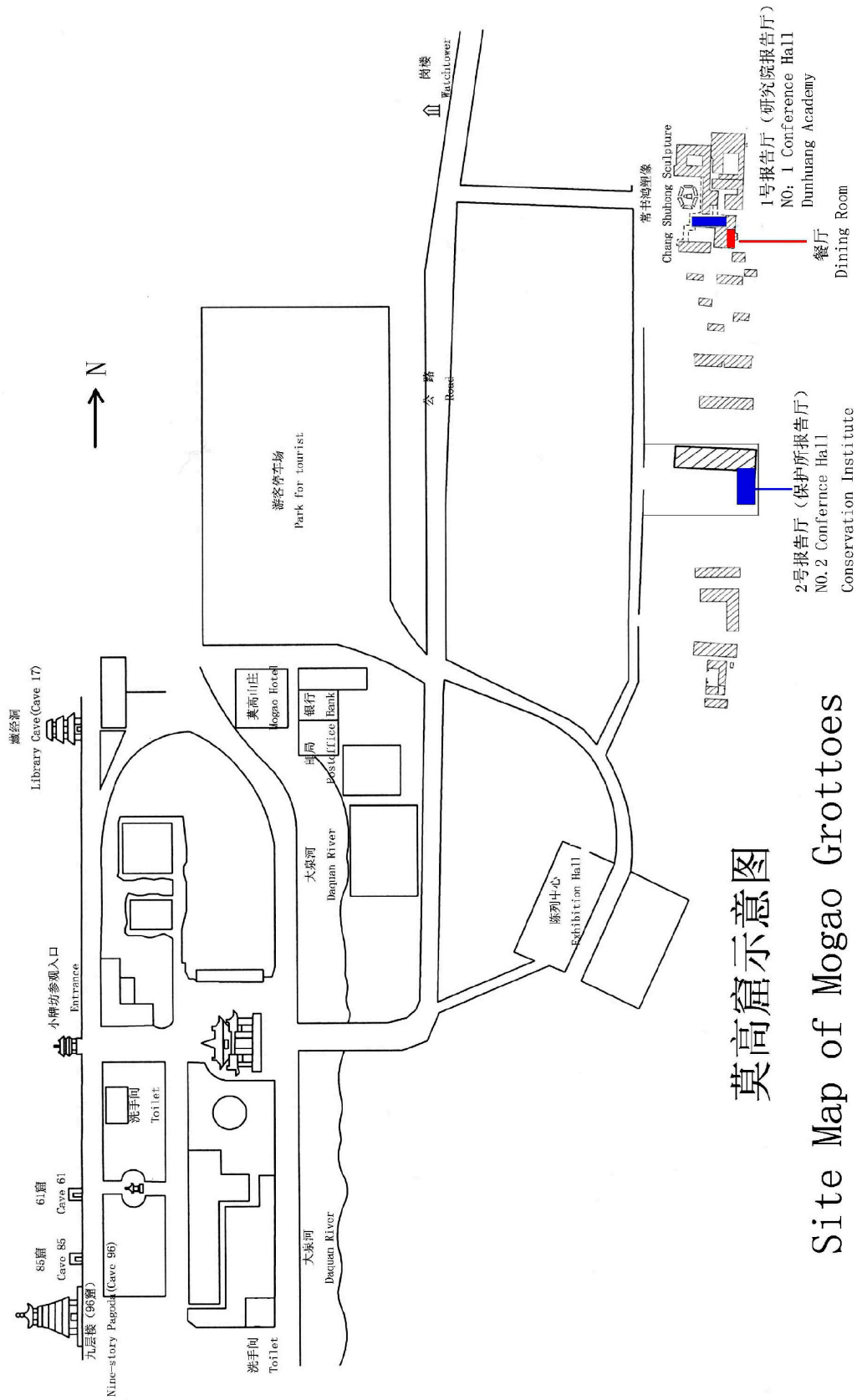
- defines the relationship between World Heritage and tourism;
- discusses management responses of World Heritage properties to tourism; and
- highlights the responsibilities of different actors in relation to World Heritage and tourism.

In the same decision, the Committee encouraged the World Heritage Centre to take fully into account the eight programmatic elements recommended in the Draft Final Report on the evaluation and future directions of the World Heritage Tourism Programme (written by UN Foundation, a major funding body for the Programme). The first of the eight elements is: 'adopt and disseminate standards and principles relating to sustainable tourism at World Heritage sites'.

Therefore, it is now open to the World Heritage Centre - through its newly established World Heritage and Sustainable Tourism Programme, which replaces the concluded World Heritage Tourism Programme - to pursue the adoption of the Principles. Decision 34 COM 5F.2 asks the Centre to convene a steering group comprised of interested State Parties and stakeholders to support this new Programme.

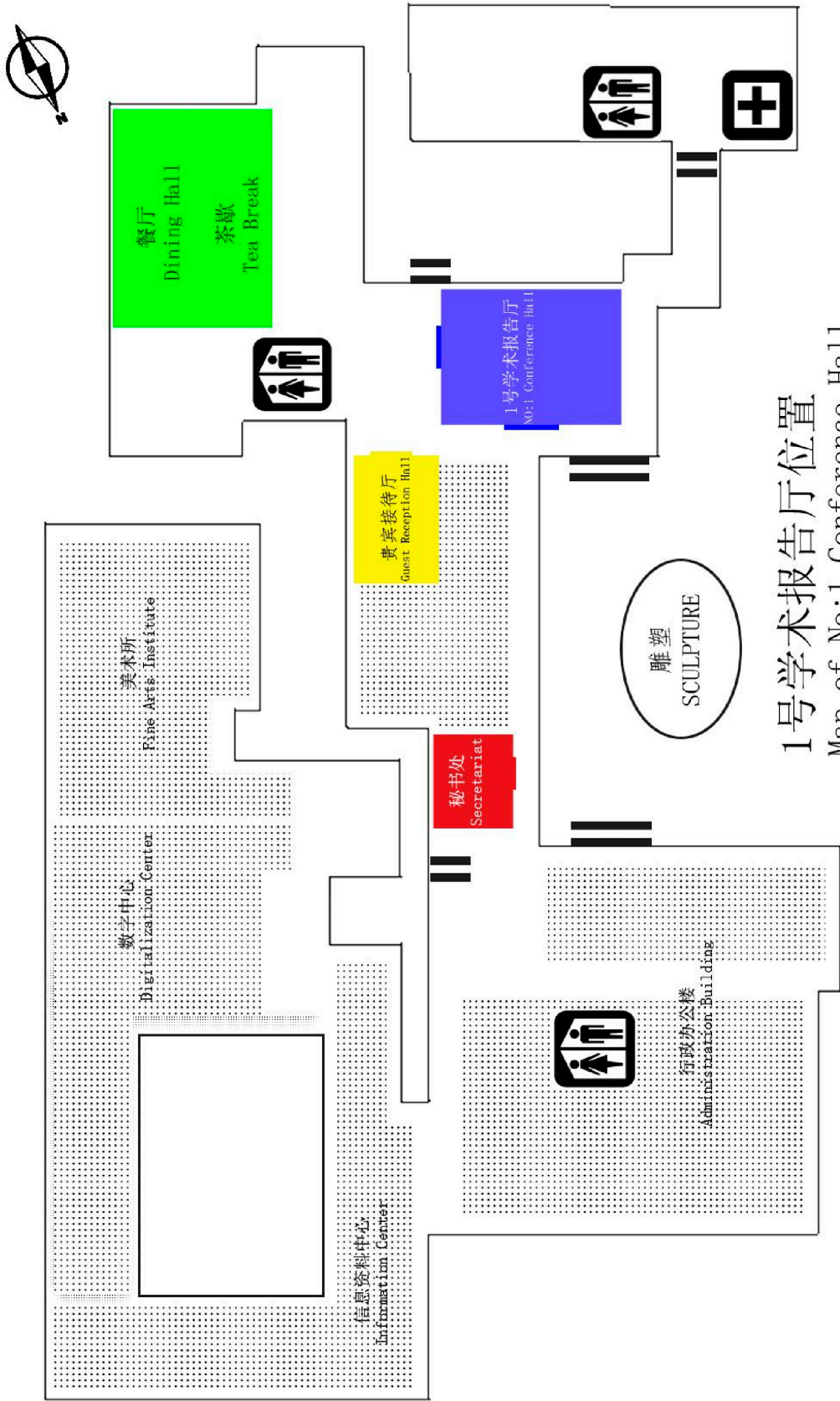
# **Advancing Sustainable Tourism at Cultural and Natural Heritage Sites: A Workshop**

## **WORKSHOP PROGRAMME**



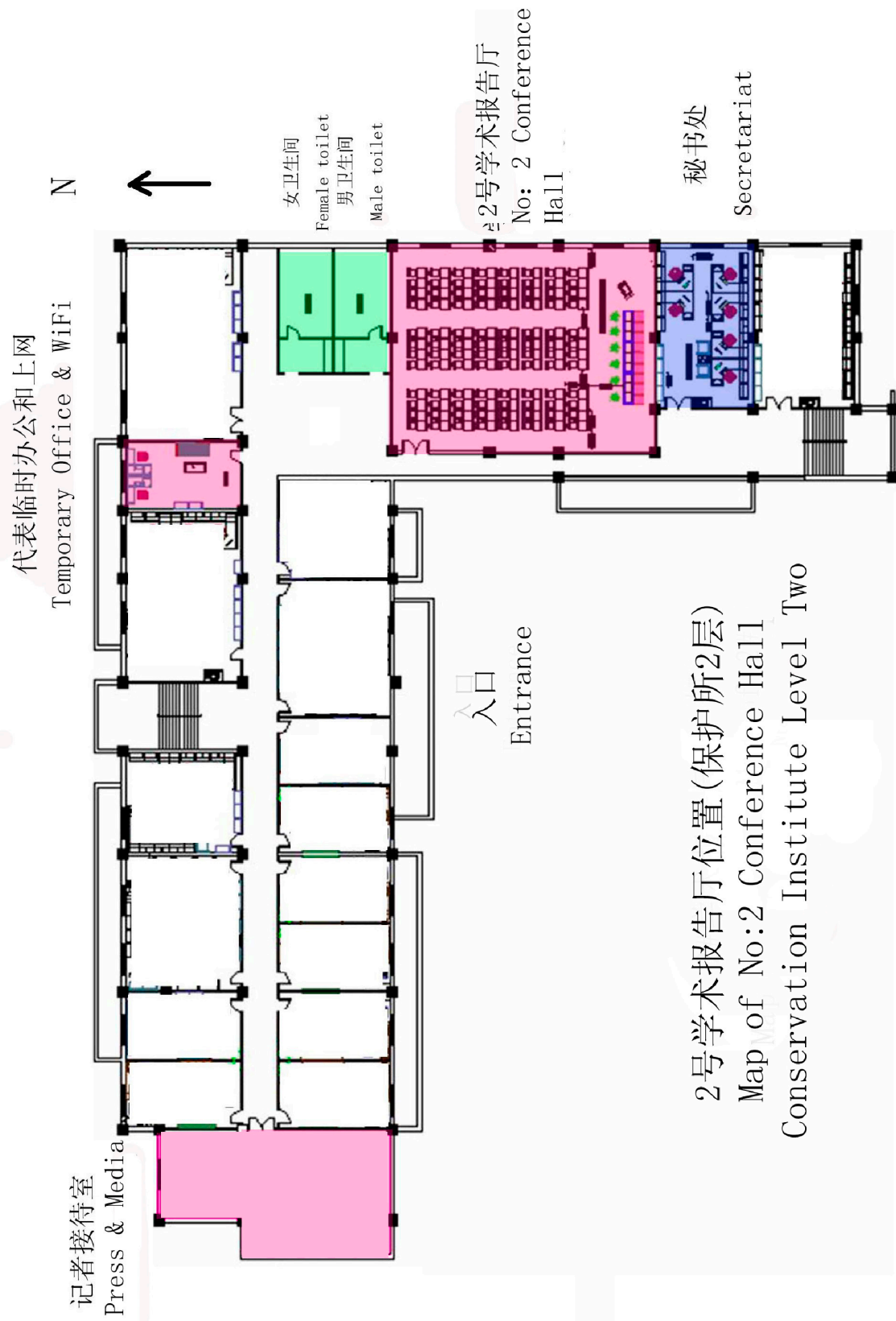
## 莫高窟示意图

## Site Map of Mogao Grottoes



1号学术报告厅位置  
 Map of No:1 Conference Hall,  
 Dunhuang Academy Offices





2号学术报告厅位置(保护所2层)  
Map of No:2 Conference Hall  
Conservation Institute Level Two

# Dunhuang China

2009.9.26 - 29

## 1. Sponsors

State Administration of Cultural Heritage

Gansu Provincial Government

Australian Government (Department of the Environment, Water, Heritage and the Arts)

## 2. Organizers

Gansu Provincial Bureau of Cultural Heritage

Dunhuang Academy

Getty Conservation Institute

China, ICOMOS

## 3. Supporters

Asia-Pacific Economic Cooperation Tourism Working Group

China Dunhuang Grottoes Conservation Research Foundation

## 4. Date & Venue

Sept. 26, 2009. No: 1 Conference Hall, Dunhuang Academy Offices

Sept. 27-29, 2009. No: 2 Conference Hall, Dunhuang Academy Conservation Institute

## 5. Themes

-Planning for sustainable tourism

-Working with the tourism industry

-Managing the tourist experience on site

-Maximising community benefits

## 6. General Housekeeping

1. The workshop secretariat is responsible for organizing all workshop activities.
2. The Dunhuang Hotel is approximately 25 kilometres from the workshop venue. All attendees are requested to be on their allocated shuttle buses well in advance of the scheduled times. Taxis are available if needed at the attendees' own expense: cost is approximately 40-80 yuan one way depending on your bargaining skills.
3. All attendees must wear their workshop badges when attending all workshop activities, for transportation and meals. The colour of the circle on your badge indicates which bus to take and which tour group to join on the site tours. Check these details prior to participating in any organized activity.
4. Please do not take cameras, video cameras or large bags into the caves. There is a free luggage check service at the entrance to the Grottoes Zone. Compliance with this request will assist us in the conservation of the caves.
5. Would all presenters provide a copy of their presentations (including power point presentations) to the workshop secretariat desk located in the foyer of the Dunhuang Hotel as soon as possible after they arrive.

6. Simultaneous interpretation is being used for this workshop. When you register for the workshop, you will receive an information pack that includes a headset id card. Attendees will be required to exchange this card for headsets outside the workshop venue prior to entering the venue. The headsets should be returned at the end of proceedings each day so they can be recharged. Please note that these headsets are extremely expensive, and attendees that do not return their headphones at the end of the workshop will be charged 2000 yuan (USD350).
7. If you need assistance to book your return ticket, please contact the support staff in the hotel lobby at the earliest possible time as the October 1 National Holiday period is one of China's busiest travel seasons and airline seats are hard to secure.
8. The secretariat is able to assist with requests with telephone calls and faxes at the attendees' own expense. Printing and email services are also available at the business centre at the Dunhuang Hotel. If you have brought your own laptop, broadband is available in your room at a cost of 20 yuan (USD4) daily. Wifi is available free of charge at the workshop venues. There is also a business centre in the hotel which can offer these services as well.
9. If you need any other assistance please do not hesitate to contact the secretariat or the support staff in the hotel lobby.

## 7. Workshop Schedule

07:00-07:50	Breakfast (Dunhuang Hotel)
08:00-08:30	Travel to Mogao Grottoes
08:30-12:30	Workshop
12:30-13:30	Lunch in the Dining Hall at the Dunhuang Academy Offices
13:30-18:00	Workshop
18:10-18:30	Back to hotel
18:40-20:00	Dinner (at Dunhuang Hotel or private arrangements)

**Exact times vary each day, please see below for detailed daily schedule.**

## 8. Contacts

Secretariat MA Jianhong: 09373886981, 09378869157

Support staff in the hotel Room 1101

SONG Zhen: 13609353535

TANG Ailing: 13830745600

CHAI Ailing: 13830716600(English)

## 9. Daily Schedule

### **Friday, September 25 –Registration & Site tour**

25 Sep	<b>Registration at hotel (All Day)</b>
2.00-2.30	<b>Bus to depart from hotel to Mogao Grottoes</b>
2.30-4.30	<b>Site tour – Mogao Grottoes</b>
4.30-5.00	<b>Bus to hotel</b>

**Saturday, 26 September 2009 – Day 1, No: 1  
Conference Hall Dunhuang Academy Offices**

<b>Day 1 – am</b>		
<b>Chair: LIU Shuguang SACH</b>	<b>Opening speeches &amp; site tour</b>	
8:00-8:30	Bus to depart from hotel to Dunhuang Academy	All
8.30-9.10	Official opening speeches (40 min)	
3 min	Vice Governor, Gansu Province	XIAN Hui
3min	Vice-Director General, State Administration of Cultural Heritage (SACH)	TONG Mingkang
3 min	Charge d'affaires Australian Embassy, Beijing	Graeme Meehan
3 min	Representative – Ministry of Construction	ZHAO Jianrong
3 min	Representative – Tourism Authority	DOU Qun
3 min	Director, Dunhuang Academy (DA)	FAN Jinshi
3 min	Getty Conservation Institute (GCI)	Neville Agnew
3 min	Director, UNESCO World Heritage Centre (WHC)	Francesco Bandarin
9.10-9.45	Keynote: Mogao World Heritage Site	FAN Jinshi, China
9.45-10.10	Bus to Mogao site and group photo	
10.10-12.00	Introductory site tour of Mogao Caves (including morning tea)	
12.20-1.30	LUNCH	Hosted by DA
<b>Day 1 – pm Chair: SK Misra</b>	<b>Theme 1 – Planning for sustainable tourism</b>	<b>Convenor : Neville Agnew Rapporteur: Carolina Castellanos</b>
1.30-1.55	Introduction to workshop themes	Greg Terrill, Australia
1.55-2.20	World Heritage Tourism Program	Francesco Bandarin, WHC
2.20-2.45	values Based Management	Sharon Sullivan, Australia
2.45-3.05	TEA BREAK	
3.05-3.25	Asia Pacific: Values-based sustainable tourism programs in an Asian context	Augusto Villalon, Philippines
3.30-3.50	A Locale-Driven & Value-Based Approach to Cultural Site Management: The case of Mkies, Jordan	Rami Farouk Daher, Jordan
3.50-4.10	Peru: Planning for sustainable heritage tourism and conservation	Ana Maria Hoyle, Peru
4.10-4.30	Mexico: Sustainable tourism for human development	Xavier Cortés Rocha, Mexico
4.30-5.40	Facilitated general discussion	Carolina Castellanos, Mexico
5.40	Invitation to banquet	
5.50-8.00	WELCOME BANQUET	Hosted by SACH & Gansu Province at DA
8.00	Bus to hotel	

**Sunday, 27 September 2009 – Day 2 – No: 2**  
**Conference Hall Dunhuang Academy Conservation Institute**

<b>Day 2 – am</b> <b>Chair:</b> <b>Karina Arifin</b>	<b>Theme 1: From national to site level planning</b>	<b>Convenor : Neville Agnew</b> <b>Rapporteur: Carolina Castellanos</b>
8.30-10.00	China roundtable: Facing the challenge of sustainable tourism	Chair/coordinator: LU Zhou Participants: CAI Mantang, HAN Feng, WANG Fang, WANG Xudong, WEI Juan, ZHANG Yanhua, ZHONG Xiaohan
10.00-10.20	TEA BREAK	
10.20-10.40	Tourism development at Mount Wuyi World Heritage Site	LI Se, China
10.40-11.00	Guatemala: Integration of cultural and spiritual values into protected area planning	Estuardo Seciara and Maria Elena Molina, Guatemala
11.00-11.20	Xian: Site level planning for mass tourism	ZHOU Tie, China
11.20-11.40	Chaco Canyon: Facing the challenges of increased visitation at a fragile and remote site	Dabney Ford, US
11.40-12.30	Facilitated general discussion	Carolina Castellanos
12.30-1.30	LUNCH	Hosted by DA
Day 2 – pm Chair: LU Zhou	Theme 2: Working with the tourism industry	Convenor: Graham Brooks Rapporteur: Kristal Buckley
1.30-2.15	Keynote: Creating a sense of shared stewardship: partnerships with the private sector to conserve World Heritage sites	Kate Dodson, UNF
2.15-2.50	Getting the facts: recent research into tourism needs and trends	Simon Woodward, UK
2.50-3.20	Local authorities and sustainable tourism	Anne Vourc'h, France
3.20-3.40	TEA BREAK	
3.40-4.30	Panel Discussion: Building successful partnerships between sites and industry	Art Pedersen, WHC Bob Ande, Papua New Guinea Chin Loi Young, Malaysia Randy Durband, Tauck World Discovery
4.30-5.15	Global context for World Heritage Sustainable Tourism Initiative	Graham Brooks, ICOMOS
5.15-6.00	Facilitated general discussion	Kristal Buckley
6.00-6.05	Introduction to site issues and solutions	Wang Xudong
6.05-7.30	Site tour – Mogao Grottoes	
7.30	Bus to hotel; dinner hosted by the Dunhuang Academy	

**Monday 28 September 2009 – Day 3 – No: 2**  
**Conference Hall Dunhuang Academy Conservation Institute**

<b>Day 3 – am</b>	<b>Mogao Panel: Integrating visitor management and carrying capacity at the Mogao Grottoes</b>	<b>Convenor: Neville Agnew</b> <b>Rapporteur: Jean-Louis Luxen</b>
8.30-8.45	Introduction to panel	WANG Xudong, DA
8.45-9.10	Visitor management strategies Developing effective visitor and tourism management strategies as part of conservation planning	Sharon Sullivan and Kirsty Altenburg, SEWPAC
9.10-9.30	Experience and innovation with visitor and tourism management	LI Ping, DA
9.30-9.55	Visitor center & interpretive program	LUO Huaqing, DA
9.55-10.15	TEA BREAK	
10.15-10.55	Setting carrying capacity study	Neville Agnew, Martha Demas and Shin Maekawa, GCI
10.55-11.45	Visitor management tools	Ali Kiran and Chris Billings, Kiran Consulting
11.45-12.30	Facilitated general discussion	Jean-Louis Luxen
12.30-1.30	LUNCH	Hosted by DA
<b>Day 3 – pm</b>	<b>Theme 3: Managing the tourist experience on site</b>	<b>Convenor: Sharon Sullivan</b> <b>Rapporteur: Tim Badman</b>
1.30-2.15	Keynote: Effective interpretation	Neil Silberman, US
2.15-2.35	Planning the site for the visitor experience	Maria Stacey, Australia
2.35-2.55	Tourism infrastructure development	Gurmeet Rai, India
2.55-3.15	Training and support	Janette Deacon, South Africa
3:15-3.30	TEA BREAK	
3:30-3.50	Petra in South Jordan: facing the challenges of increased visitation at a remote site	Moawiyah Ibrahim, Jordan
3.50-4.10	Managing heritage tourism in Hue City	Phan Thanh Hai and Le Thai Thuan, Viet Nam
4.10-4.30	Improving the Operational Guidelines	Francesco Bandarin, WHC
4.30-5.20	Facilitated general discussion	Tim Badman
5.30	Bus to hotel; dinner hosted by the Dunhuang Academy	
7.00-8.30	World Heritage Sustainable Tourism Initiative Reference Group side meeting	

**Tuesday 29 September 2009 – Day 4 – No: 2**  
**Conference Hall Dunhuang Academy Conservation Institute**

<b>Day 4 – Am</b> <b>Chair:</b> <b>Han Feng</b>	<b>Theme 4: Maximising community benefits</b>	<b>Convenor: Robyn Bushell</b> <b>Rapporteur: Webber Ndoro</b>
8:30-8.55	Keynote: Community-based cultural tourism in Vanuatu's first World Heritage site: a case study of 'Roi Mata Cultural Tours'	Douglas Kalotiti, Vanuatu
8.55-9.20	Keynote: Maximising community benefits from Angkor World Heritage Site	Khun-Neay Khoun, Cambodia
9:20-10.20	Facilitated break-out groups on development and marketing of local products, consent/IP, skills/training, working with tourist authorities	Facilitators to lead each group which will discuss one issue each
10.20-10.35	TEA BREAK	
10.35-12.10	Reporting back and discussion	Webber Ndoro
12.10-12.30	Sustainable Tourism Community of Best Practice	Cecilie Smith-Christensen, NWHF
12.30-1.30	LUNCH	Hosted by DA
Day 4 – pm Chair: Wang Xudong (China)	Final Plenary Session	Convenor: Greg Terrill Rapporteurs: Robyn Bushell Jean-Louis Luxen
1.30-2.30	WHSTI: Framing criteria and best practices for how tourism can contribute to World Heritage site conservation	Graham Brooks, ICOMOS Art Pederson, WHC
2.30-3.30	Synthesis/drawing themes together	Greg Terrill, Australia Rapporteurs from previous sessions: Carolina Castellanos, Mexico Tim Badman, IUCN Kristal Buckley, ICOMOS Webber Ndoro, Zimbabwe
3.30-3.50	TEA BREAK	
3.50-5.30	Recommendations and input to changes to Operational Guidelines and development of policy guidance	Jean-Louis Luxen, Belgium Greg Terrill, Australia Francesco Bandarin, WHC Robyn Bushell, IUCN Graham Brooks, ICOMOS
5.45	Bus to hotel; no formal dinner	

#### **10. Bus arrangements (for travel between Dunhuang & Mogao Grottoes)**

Bus 1: 14 passengers, for delegates with yellow circled badges.

Bus 2: 16 passengers, for delegates with orange circled badges.

Bus 3: 35 passengers, for delegates with red or purple circled badges.

Bus 4: 33 passengers, for delegates with blue or green circled badges.

#### **11. Tour Groups for Site Visits:**

Group 1: Guide: HAN Wenjun (for delegates with yellow circled badges)

Group 2: Guide: XIANG Lijun (for delegates with orange circled badges)

Group 3: Guide: YANG Hehe (For delegates with red circled badges)

Group 4: Guide: LIU Cuiying (For delegates with pink circled badges)

Group 5: Guide: YE Lin (For delegates with blue circled badges)

Group 6: Guide: CHAI Ailing (For delegates with green circled badges)



## 12. List of distinguished guests and delegates

No.	English name	Sex	Position & Organisation	Country
1	TONG Mingkang	M	Deputy General Director, State Administration of Cultural Heritage	China
2	LIU Shuguang	M	Director, Business Office, State Administration of Cultural Heritage	China
3	LU Qiong	F	Deputy Director, World Heritage Division, State Administration of Cultural Heritage	China
4	SHENG Weiwei	F	Deputy Inspector, State Administration of Cultural Heritage	China
5	XIAO Li	F	Associate Director, Heritage Office of State Administration of Cultural Heritage	China
6	PENG Jiajia	F	Principal Staff Member, Foreign Affairs Office, State Administration of Cultural Heritage	China
7	XIAN Hui	F	Vice-Governor, Gansu Provincial Government	China
8	ZHOU Hucheng	M	Secretary-General, No.7 Department, Gansu Provincial Government	China
9	HUANG Baoshu	M	Secretary-General, No.7 Department, Gansu Provincial Government	China
10	ZHAO Jianrong	M	Director, World Heritage and Landscape, Urban Construction Division, Ministry of Construction	China
11	XIAO LI	F	World Heritage and Landscape, Urban Construction Division, Ministry of Construction	China
12	DOU Qun	M	Head, Planning Office, Planning Division, China National Tourism Administration	China
13	SHAO Ming	M	Director, The Cultural Department of Gansu Province	China
14	YANG Huifu	M	Deputy Director, The Cultural Department of Gansu Province	China
15	LIANG Zhaoyang	M	Director, Business Office, The Cultural Department of Gansu Province	China
16	ZHANG Zhengxing	M	Deputy Director, Gansu Provincial Bureau of Cultural Heritage	China
17	MA Yuping	F	Deputy Director, Gansu Provincial Bureau of Cultural Heritage	China
18	XIAO Xuezhi	M	Director, Policy & Law, Gansu Provincial Bureau of Cultural Heritage	China

No.	English name	Sex	Position & Organisation	Country
19	WANG Xu	M	Associate Director, Gansu Provincial Bureau of Cultural Heritage	China
20	LIANG Wenzhao	M	Deputy Director, The Construction Department of Gansu Province	China
22	WANG Pifu	M	Head, Integrity Inspection Group, Gansu Provincial Foreign Affairs Office	China
23	WANG Baoxiang	M	Director, Quality Standard & Management Division, The Tourism Bureau of Gansu Province	China
24	CHAI Shaohao	M	Deputy Mayor, JiuQuan City	China
25	LI Shengze	M	Secretary of Mayor	China
26	GAN Yiwen	M	Standing Committee Member, Dunhuang City	China
27	Graeme Meehan	M	Charge d'affaires Australian Embassy, Beijing	Australia
28	Andrew Ross	M	Marketing Manager, Port Arthur Historic Site Management Authority	Australia
29	Greg Terrill	M	Australian Organising Committee / Assistant Secretary, International Heritage & Policy Branch, SEWPAC	Australia
30	Leanne Burrows	F	Australian Organising Committee / Senior Policy Officer, International Heritage & Policy Branch, SEWPAC	Australia
31	Kirsty Altenburg	F	Australian Organising Committee / Senior Policy Officer, International Heritage & Policy Branch, SEWPAC	Australia
32	Sharon Sullivan	F	Australian Organising Committee / Sullivan Blazejewski and Associates	Australia
33	Robyn Bushell	F	Task Force Leader, WCPA Tourism and Protected Areas Task Force, IUCN	Australia
34	Graham Brooks	M	Chairman, ICOMOS International Cultural Tourism Committee	Australia
35	Kristal Buckley	F	International Vice-President for Oceania, ICOMOS	Australia
36	Susan Macdonald	F	Head, Field Projects, The Getty Conservation Institute	USA
37	Maria Stacey	F	Director, Tourism Operations, Port Arthur Historic Site Management Authority	Australia
38	Peter Barker	M	Interpreter	Australia

No.	English name	Sex	Position & Organisation	Country
39	Bob Ande	M	Policy Officer, PNG Tourism Promotion Authority	Papua New Guinea
40	Jean Louis Luxen	M	Senior Legal Expert, Euromed Heritage Programme, European Union	Belgium
41	Anne Vourc'h	M	Director, Le Réseau des Grands Sites De France	France
42	Hervé Barré	M	Programme Specialist in Sustainable Tourism, UNESCO	France
43	Augusto Villalón	M	Principal Architect, A Villalón Architects	Philippines
44	Khun-Neay Khoun	M	Authority for Protection and Management of Angkor and the Region of Siem Reap (APSARA) National Authority, Cambodia	Cambodia
45	Webber Ndoro	M	Director, African World Heritage Fund	Zimbabwe
46	Loi Young Chin	M	Director, Policy and Planning Division, Ministry of Tourism, Malaysia	Malaysia
47	Junaidah Salleh	F	Senior Assistant Director National Department for Culture and Arts Malaysia	Malaysia
48	Neville Agnew	M	The Getty Conservation Institute Organising Committee	US
49	Martha Demas	F	The Getty Conservation Institute Organising Committee	US
50	Shin Maekawa	M	The Getty Conservation Institute	US
51	Lori Wong	F	The Getty Conservation Institute	US
52	Po-Ming LIN	M	The Getty Conservation Institute Organising Committee	US
53	Neil Silberman	M	Lecturer, Department of Anthropology, University of Massachusetts & ICOMOS	US
54	Ali Kiran	M	Kiran Consulting Group	US
55	Chris Billings	M	Kiran Consulting Group	US
56	Dabney Ford	F	Archaeologist, Chaco Canyon National Historic Park, US National Park Service	US
57	Art Pedersen	M	Tourism Specialist, World Heritage Centre	US
58	Randy Durband	M	Senior Partner, Robin Tauck & Partners	US
59	Ana Maria Hoyle	F	Director, World Heritage Sites, National Institute of Culture, Peruvian Ministry of Education	Peru
60	Lourdes Loayza	F	Principal Adviser, National Directorate of Tourism, Ministry of Foreign Trade and Tourism	Peru

No.	English name	Sex	Position & Organisation	Country
61	Carolina Castellanos	F	Cultural Heritage Consultant	Mexico
62	Xavier Cortés Rocha	M	Director General, Sites and Monuments of Cultural Heritage, National Council for Culture and Arts	Mexico
63	Janette Deacon	F	Cultural Heritage Consultant	Sth Africa
64	Kris Endreson	F	Director, Nordic World Heritage Foundation	Norway
65	Cecilie Smith-Christensen	F	Deputy Director, Nordic World Heritage Foundation	Norway
66	Douglas Kalotiti	M	World Heritage and Tourism Committee for the Lelepa Region, Vanuatu	Vanuatu
67	Estuardo Secaira	M	Guatemala Program, The Nature Conservancy	Guatemala
68	María Elena Molina	F	Liaison, National Council of Protected Areas-Peten Sustainable Development Project	Guatemala
69	Francesco Bandarin	M	Director, World Heritage Centre	
70	Gurmeet Rai	F	Cultural Resource Conservation Initiative, New Delhi	India
71	Shasi Kant Misra	M	Chairman, Indian National Trust for Art and Cultural Heritage	India
72	Karina Arifin	F	Lecturer, Archaeology, University of Indonesia	Indonesia
73	Tim Badman	M	Special Adviser, World Heritage, IUCN	UK
74	Simon Woodward	M	Senior Research Fellow, International Centre for Responsible Tourism, Leeds Metropolitan University	UK
75	Rami Farouk Daher	M	Principal Architect, Turath Architecture and Urban Design Consultants	Jordan
76	Moawiyah Ibrahim	M	Jordan Representative to the World Heritage Committee	Jordan
77	Phan Thanh Hai	M	Deputy Director, Hue Monument Conservation Centre	Vietnam
78	Le Thai Thuan	M	Head of Cooperation and External Affairs, Hue Monument Conservation Centre	Vietnam
79	FAN Jinshi	F	Director, Dunhuang Academy	China
80	WANG Xudong	M	Deputy Director, Dunhuang Academy	China

No.	English name	Sex	Position & Organisation	Country
81	SU Bomin	M	Director, The Conservation Institute of Dunhuang Academy	China
82	LI Ping	F	Director, Reception Department of Dunhuang Academy	China
83	LUO Huaqing	M	Deputy Director, Dunhuang Academy	China
84	LUO Yao	M	Deputy Director, Reception Department of Dunhuang Academy	China
85	ZHONG Xiao Han	M	Tsinghua University	China
86	LU Zhou	M	Tsinghua University/ICCROM	China
87	CAI Mantang	M	Director, WHITR-AP	China
88	WANG Fang	F	Centre for Recreation and Tourism Planning, Peking University	China
89	HAN Feng	F	Department of Landscape, College of Architectural Design and Urban Planning, Tongji University	China
90	Wei Juan	F	Senior Program Officer, China Office of IUCN	China
91	LI Se	M	Deputy Director, China Landscape and Historic Sites Association	China
92	ZHANG Yanhua	F	Director, Research Department, WHITR-AP(Shanghai)	China
93	ZHOU Tie	M	The Museum of Terracotta Warriors and Horses of Emperor Qin Shihuang	China
94	WANG Mingming	M	Beijing University of Chemical Technology	China
95	XIE LI	F	China, ICOMOS	China
96	Xiaojing Lynette Shi	F	Interpreter	China
97	Yanjun Chen	F	Interpreter	China
98	Jianying Xu	M	Interpreter	China

## WORKSHOP PARTICIPANTS SPONSORED BY APEC TWG

The Australian Government is grateful to the APEC Tourism Working Group for sponsoring the following experts (E) and participants (P) from APEC member economies to attend the international workshop, *Advancing Sustainable Tourism at Natural and Cultural Heritage Sites*.

Name	Role	Organisation	Member Economy
Ms Karina Arifin (P)	Lecturer, Archaeology	University of Indonesia	Indonesia
Mr Chin Loi Young (P)	Director, Policy and Planning Division	Ministry of Tourism Malaysia	Malaysia
Ms Carolina Castellanos (E)	Cultural Heritage Consultant		Mexico
Dr Xavier Cortés Rocha (P)	Director General	Sites and Monuments of Cultural Heritage, National Council for Culture and Arts	Mexico
Mr Bob Ande (P)	Policy Officer	PNG Tourism	Papua New Guinea
Dr Li Se (E)	Deputy Director	China Landscape and Historic Site Association	People's Republic of China
Ms Wang Fang (P)	Director, Tourism Research	Beijing University	People's Republic of China
Mr Lu Zhou (P)		Tsinghua University	People's Republic of China
Ms Anna Maria Hoyle (E)	Director	World Heritage Sites, National Institute of Culture, Ministry of Education	Peru
Ms Lourdes Loayza (P)	Principal Advisor, National Directorate of Tourism	Ministry of Foreign Trade and Tourism	Peru
Dr Augusto Villalon (E)	Architect	A Villalon Architects	Philippines
Mr Phan Thanh Hai (P)	Vice Director	Hue Monuments Conservation Centre	Viet Nam
Mr Le Thai Thuan		Hue Monument Conservation Centre	Viet Nam

Decision: 34 COM 5F.2

The World Heritage Committee,

1. Having examined Document WHC-10/34.COM/INF.5F.1 and WHC-10/34.COM/INF.5F.3,
2. Highlighting that the global tourism sector is large and rapidly growing, is diverse and dynamic in its business models and structures, and the relationship between World Heritage and tourism is two way: tourism, if managed well, offers benefits to World Heritage properties and can contribute to cross-cultural exchange but, if not managed well, poses challenges to these properties and recognizing the increasing challenges and opportunities relating to tourism;
3. Expresses its appreciation to the States Parties of Australia, China, France, India, Sweden, Switzerland and the United Kingdom, and to the United Nations Foundation and the Nordic World Heritage Foundation for the financial and technical support to the World Heritage Tourism Programme since its establishment in 2001;
4. Welcomes the report of the international workshop on Advancing Sustainable Tourism at Natural and Cultural Heritage Sites (Mogao, China, September 2009) and adopts the policy orientation which defines the relationship between World Heritage and sustainable tourism (Attachment A);
5. Takes note of the evaluation of the World Heritage Tourism Programme by the UN Foundation, and encourages the World Heritage Centre to take fully into account the eight programme elements recommended in the draft final report in any future work on tourism (Attachment B);
6. Decides to conclude the World Heritage Tourism Programme and requests the World Heritage Centre to convene a new and inclusive programme on World Heritage and Sustainable Tourism, with a steering group comprising interested States Parties and other relevant stakeholders, and also requests the World Heritage Centre to outline the objectives and approach to implementation of this programme, drawing on the directions established in the reports identified in Paragraphs 4 and 5 above, for consideration at the 35th session of the World Heritage Committee (2011);
7. Also welcomes the offer of the Government of Switzerland to provide financial and technical support to specific activities supporting the steering group; further welcomes the offer of the Governments of Sweden, Norway and Denmark to organize a Nordic-Baltic regional workshop in Visby, Gotland, Sweden in October 2010 on World Heritage and sustainable tourism; and also encourages States Parties to support the new programme on World Heritage and Sustainable Tourism including through regional events and the publication of materials identifying good practices;
8. Based upon the experience gained under the *World Heritage Convention* of issues related to tourism, invites the Director General of UNESCO to consider the feasibility of a Recommendation on the relationship between heritage conservation and sustainable tourism.

**Recommendations of the international workshop  
on Advancing Sustainable Tourism at Natural and Cultural Heritage Sites  
Policy orientations: defining the relationship between World Heritage and  
tourism**

1. The tourism sector

The global tourism sector is large and rapidly growing, is diverse and dynamic in its business models and structures.

Tourists/visitors are diverse in terms of cultural background, interests, behaviour, economy, impact, awareness and expectations of World Heritage.

There is no one single way for the *World Heritage Convention*, or World Heritage properties, to engage with the tourism sector or with tourists/visitors.

2. The relationship between World Heritage and tourism

The relationship between World Heritage and tourism is two-way:

- a. World Heritage offers tourists/visitors and the tourism sector destinations
- b. Tourism offers World Heritage the ability to meet the requirement in the *Convention* to 'present' World Heritage properties, and also a means to realise community and economic benefits through sustainable use.

Tourism is critical for World Heritage:

- a. For States Parties and their individual properties,
  - i. to meet the requirement in the *Convention* to 'present' World Heritage
  - ii. to realise community and economic benefits
- b. For the *World Heritage Convention* as a whole, as the means by which World Heritage properties are experienced by visitors travelling nationally and internationally
- c. As a major means by which the performance of World Heritage properties, and therefore the standing of the *Convention*, is judged,
  - i. many World Heritage properties do not identify themselves as such, or do not adequately present their Outstanding Universal Value
  - ii. it would be beneficial to develop indicators of the quality of presentation, and the representation of the World Heritage brand
- d. As a credibility issue in relation to:
  - i. the potential for tourism infrastructure to damage Outstanding Universal Value
  - ii. the threat that World Heritage properties may be unsustainably managed in relation to their adjoining communities
  - iii. sustaining the conservation objectives of the *Convention* whilst engaging with economic development
  - iv. realistic aspirations that World Heritage can attract tourism.



World Heritage is a major resource for the tourism sector:

- a. Almost all individual World Heritage properties are significant tourism destinations
- b. The World Heritage brand can attract tourists/visitors,
  - i. the World Heritage brand has more impact upon tourism to lesser known properties than to iconic properties.

Tourism, if managed well, offers benefits to World Heritage properties:

- a. to meet the requirement in Article 4 of the *Convention* to present World Heritage to current and future generations
- b. to realise economic benefits.

Tourism, if not managed well, poses threats to World Heritage properties.

### 3. The responses of World Heritage to tourism

The impact of tourism, and the management response, is different for each World Heritage property: World Heritage properties have many options to manage the impacts of tourism.

The management responses of World Heritage properties need to:

- a. work closely with the tourism sector
- b. be informed by the experiences of tourists/visitors to the visitation of the property
- c. include local communities in the planning and management of all aspects of properties, including tourism.

While there are many excellent examples of World Heritage properties successfully managing their relationship to tourism, it is also clear that many properties could improve:

- a. the prevention and management of tourism threats and impacts
- b. their relationship to the tourism sector inside and outside the property
- c. their interaction with local communities inside and outside the property
- d. their presentation of Outstanding Universal Value and focus upon the experience of tourists/visitors.

The management responses of World Heritage properties need to:

- a. be based on the protection and conservation of the Outstanding Universal Value of the property, and its effective and authentic presentation
- b. work closely with the tourism sector
- c. be informed by the experiences of tourists/visitors to the visitation of the property
- d. their presentation of Outstanding Universal Value and focus upon the experience of tourists/visitors.

The management responses of World Heritage properties need to:

- a. be based on the protection and conservation of the Outstanding Universal Value of the property, and its effective and authentic presentation
- b. work closely with the tourism sector
- c. be informed by the experiences of tourists/visitors to the visitation of the property
- d. to include local communities in the planning and management of all aspects of properties, including tourism.

#### 4. Responsibilities of different actors in relation to World Heritage and tourism

The *World Heritage Convention* (World Heritage Committee, World Heritage Centre, Advisory Bodies):

- a. set frameworks and policy approaches
- b. confirm that properties have adequate mechanisms to address tourism before they are inscribed on the World Heritage List
  - i. develop guidance on the expectations to be include in management plans
- c. monitor the impact upon Outstanding Universal Value of tourism activities at inscribed sites, including through indicators for state of conservation reporting
- d. cooperate with other international organisations to enable:
  - i. other international organisations to integrate World Heritage considerations in their programs
  - ii. all parties involved in World Heritage to learn from the activities of other international organisations
- e. assist State Parties and sites to access support and advice on good practices
- f. reward best practice examples of World Heritage properties and businesses within the tourist/visitor sector
- g. develop guidance on the use of the World Heritage emblem as part of site branding.

Individual States Parties:

- a. develop national policies for protection
- b. develop national policies for promotion
- c. engage with their sites to provide and enable support, and to ensure that the promotion and the tourism objectives respect Outstanding Universal Value and are appropriate and sustainable
- d. ensure that individual World Heritage properties within their territory do not have their Outstanding Universal Value negatively affected by tourism.

Individual property managers:

- a. manage the impact of tourism upon the Outstanding Universal Value of properties
  - i. common tools at properties include fees, charges, schedules of opening and restrictions on access
- b. lead onsite presentation and provide meaningful visitor experiences
- c. work with the tourist/visitor sector, and be aware of the needs and experiences of tourists/visitors, to best protect the property
  - i. the best point of engagement between the *World Heritage Convention* and the tourism sector as a whole is at the direct site level, or within countries
- d. engage with communities and business on conservation and development.

Tourism sector:

- a. work with World Heritage property managers to help protect Outstanding Universal Value
- b. recognize and engage in shared responsibility to sustain World Heritage properties as tourism resources
- c. work on authentic presentation and quality experiences.

Individual tourists/visitors with the assistance of World Heritage property managers and the tourism sector, can be helped to appreciate and protect the Outstanding Universal Value of World Heritage properties.

## **Attachment B**

### **Programme elements recommended by the Draft Final Report of the Evaluation of the World Heritage Tourism Programme by the UN Foundation:**

1. Adopt and disseminate standards and principles relating to sustainable tourism at World Heritage sites;
2. Support the incorporation of appropriate tourism management into the workings of the *Convention*;
3. Collation of evidence to support sustainable tourism programme design, and to support targeting;
4. Contribution of a World Heritage perspective to cross agency sustainable tourism policy initiatives;
5. Strategic support for the dissemination of lessons learned;
6. Strategic support for the development of training and guidance materials for national policy agencies and site managers;
7. Provision of advice on the cost benefit impact of World Heritage inscription;
8. Provision of advice on UNESCO World Heritage branding.

TWG 04/2009A

Prepared by Australian Government Department of Sustainability, Environment, Water, Population and Communities

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