

World Heritage — JOURNEYS — BUDDHA



Photograph by Frank Vanderwalker

10 Ways to Leverage the World Heritage Journeys Programme to Support Sustainable Tourism Development and Conservation

Chris Seek, President/CEO



Welcome to the UNESCO World Heritage Sustainable Tourism Toolkit

Sustainable planning and management of tourism is one of the most pressing challenges concerning the future of the World Heritage Convention today and is the focus of the UNESCO World Heritage and Sustainable Tourism Programme.

These 'How To' guides for World Heritage Site managers and other key stakeholders will enable a growing number of World Heritage Site communities to make positive changes to the way they pro-actively manage tourism.

How to use this toolkit



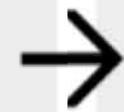
whc.unesco.org/sustainabletourismtoolkit



Sustainable Tourism Toolkit

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Core Delivery (Only works if steps 1 to 4 are undertaken)

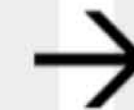
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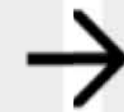


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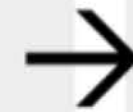
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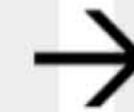
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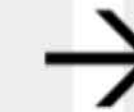
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Guide 5 - Communication

- Making tourism more sustainable means changing the way that tourism happens at a destination.
- Some of this will be about infrastructure, but a great deal of it is about influencing the choices that businesses, communities, and visitors make.
- We believe that to make tourism more sustainable, you need to become effective at communicating with visitors, and that, in turn, means you need to enlist the help of tourism businesses and the host community.

Guide 5 - Communication

1. Have a clear script for the destination to follow and key messages that everyone will understand
2. Ensure that tourism marketing of the destination uses the potential added value of World Heritage Status
3. Make understanding the site easy – make sure the site is online
4. Be creative – communicate through everything, throughout the whole life-cycle of the visitor experience

Visitor Experience Lifecycle



1 – Share WHJB Content with key stakeholders

- Provide guide training based on the WHJB content
- Provide tourism industry partners with a marketing kit that includes rights cleared images and key messages from WHJB
- Create an education toolkit for teachers with WHJB content

Guide 5 - Communication

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4. Be creative – communicate through everything, throughout the whole life-cycle of the visitor experience
5. Do interpretation of the site and its OUV in the most appropriate areas
6. Outsource communication of key sustainable tourism messages
7. Use communication to build lasting relationships with visitors

2 – Invite visitors to join the WHJ online communities

- Promote the WHJB Social Media Channels and Hashtags
[#visitbuddhistworldheritage](#)
- Encourage visitors to sign up for People Protecting Places



The banner features the 'PEOPLE PROTECTING PLACES' logo on the left, which consists of a colorful circular arrangement of handprints. To its right is the UNESCO logo, a classical building facade with the word 'UNESCO' in the center, and the text 'United Nations Educational, Scientific and Cultural Organization' below it. Further right is the 'World Heritage Convention' logo, a circular emblem with a diamond shape inside, and the text 'World Heritage Convention' below it. A vertical dotted line separates the UNESCO and World Heritage logos. On the right side of the banner is a yellow box with the heading 'JOIN OUR MAILING LIST'. Below the heading is the text 'Sign up to receive information on how you can become one of the People Protecting Places.' followed by a horizontal line. Under the line is the text 'Enter Email Address Here' above a white input field. To the right of the input field is a small white button with the text 'GO'.

JOIN OUR MAILING LIST

Sign up to receive information on how you can become one of the People Protecting Places.

Enter Email Address Here

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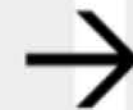
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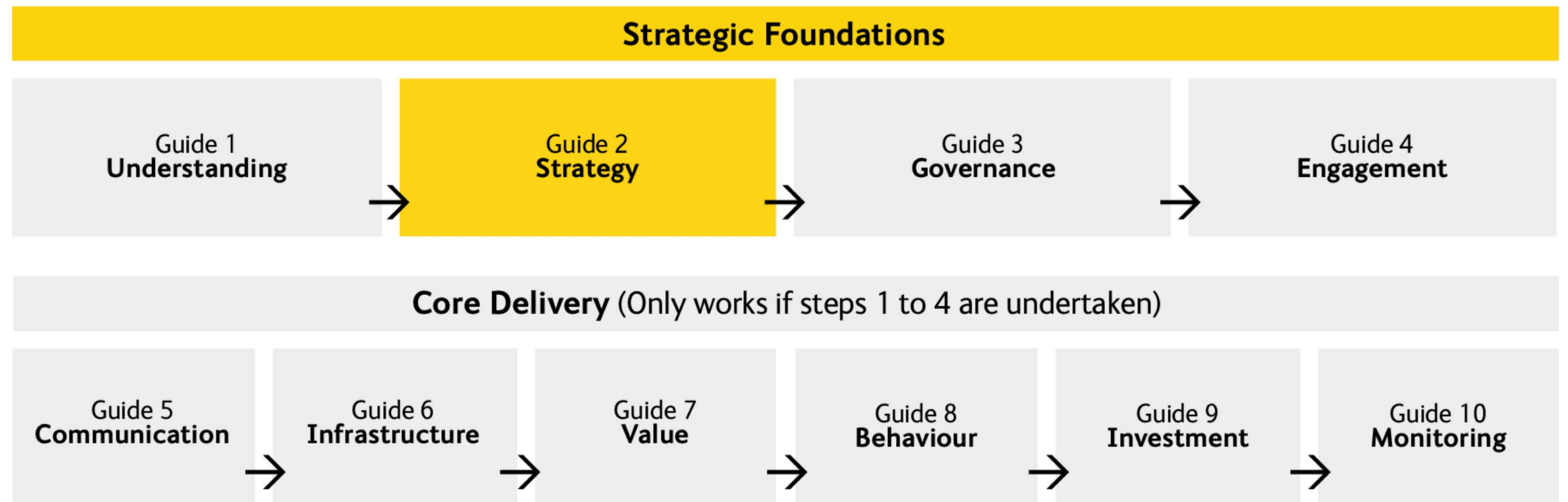
Guide 1 - Understanding

- Every business school in the world teaches, 'If you can't measure it, you can't manage it'.
- You cannot manage tourism or help shape it in progressive ways without having a basic understanding of what it is, how it affects people and places, and what it can potentially become with some inspired and progressive interventions.
- Almost all potential sites can benefit from **better evidence and data** – this is not just a heritage management issue, but a tourism destination issue.

3 – Monitor & Measure Tourism Impacts

1. Conduct regular visitor surveys to measure demand, expenditures, length of stay, and satisfaction
2. Complete the WHJB Annual Online Impact Survey
3. Distribute the WHJB Annual Online Impact Survey to:
 - Heritage and Conservation Experts
 - Tourism Businesses
 - Residents / Local Community

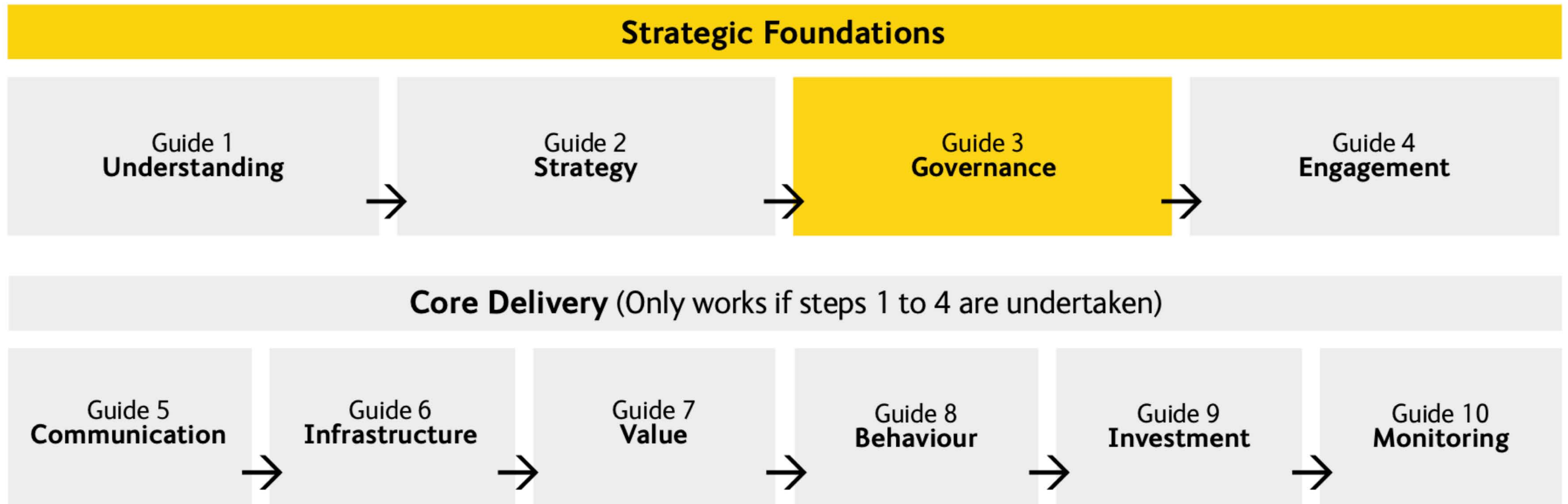
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Guide 2 - Strategy

- Destinations are more than just the sum of their parts, and changing the strategy of a destination requires the active support and commitment from a range of stakeholders.
- To secure stakeholder 'buy-in' and understanding, it is crucial that there is a destination management strategy for making tourism more sustainable.

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Guide 3 - Governance

- Without good management it is virtually impossible to bring about the transformation of tourism that is often necessary to make it sustainable and economically effective.
- Tourism can and must be shaped and managed so that it is both commercially effective and sustainable in World Heritage sites and their environments.
- This is the reason why some of the world's most effective tourism destinations have DMPs (Destination Management Plans) and DMOs (Destination Management Organisations), and many of the most successful World Heritage sites have established some form of authority to manage key processes and issues.

4 - Create a WHJ Destination Stewardship Council

- Formalize partnerships created through the WHJB with a commitment to continue to work together to manage the WHJB content and program
- Hold quarterly, bi-annual, or annual meetings to review the WHJB program and identify opportunities to continue to leverage the program and association with UNESCO and National Geographic to achieve your sustainable tourism vision

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Guide 4 - Engagement

- Dialogue with local businesses and the community is imperative, even when it is difficult, or their aspirations clash with protecting the OUV of the site.
- Remember that dialogue educates all parties. People start to learn each other's languages and terminologies, and over time, understanding grows.
- Stakeholders will have a greater sense of the limits of growth, the responsibilities that fall upon everyone in the destination to protect its natural or cultural heritage, and also how to deliver benefits sustainably to local people.
- Successful, sustainable initiatives have been developed with active, local buy-in and support – local people are the heart of sustainable tourism.

5 – Leverage WHJB to engage stakeholders to develop a destination strategy

- Invite tourism stakeholders to a sustainable destination planning workshop
- Develop a common vision for sustainable tourism in the destination and at the World Heritage site
- Identify key strategic issues that should be addressed
- Develop a sustainable, multi-year tourism strategy
- Publish and champion the strategy

6 – Introduce the WHJ Supporter Program

- Work with UNESCO and Nat Geo to adapt the Supporter Program Criteria to your local priorities
- Host an event to introduce the WHJB and invite industry partners to join the WHJ supporter program
- Distribute WHJ Digital Badges, Certificates, and window clings to program participants

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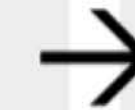
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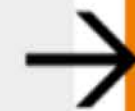
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Guide 7 - Adding value through products, experiences, and services

- Making tourism more sustainable often means changing the products, experiences, and services the destination offers visitors.
- We believe that it is essential to offer the visitor a 'progressive alternative' to the less sustainable options offered previously.
- It is also important to offer the host community and local businesses an enterprising and sustainable commercial vision of the future, possibly replacing a current downward spiral towards bad choices and negative impacts.

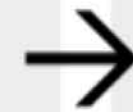
7 – Develop and/or strengthen cultural experiences offered by local communities and feature on WHJB

- Use Intangible Cultural Heritage (ICH) to identify cultural values and living traditions that could be turned into tourism experiences
- Provide technical assistance and training to develop cultural experiences
- Connect cultural experiences with traditional tourism industry (hotels, tour operators, taxis, etc)
- Promote and showcase the cultural experiences on WHJB

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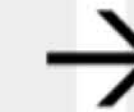
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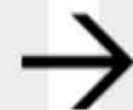
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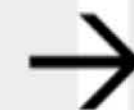
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Guide 8 - Managing visitor behaviour

- Managing visitor movements and influencing visitor behaviour are critical aspects of developing sustainable tourism.
- Not only is it often crucial to protecting the values and attributes of the World Heritage site, but it is also a contributing factor to a high quality visitor experience.
- By managing visitor flows, you can minimise the negative effects on the host community and maximise the opportunities for them to benefit.
- There is a common misconception that visitor movements are beyond control, that they are simply a force of nature, but this is not the case.
- Great destinations manage where visitors go, when they go, and what they do there.
- Visitor management ensures that guests – now and in the future – can experience unspoiled and well- thought through attractions at well-preserved heritage sites.

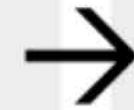
8 – Leverage WHJB to establish carry capacity and visitor management plans

- Encourage the Destination Stewardship Council to develop policies to limit visitor access at the World Heritage site, spread visitors spatially and across time to minimise the intensity of negative impacts, introduce advance ticketing systems, and congestion-related pricing systems
- Spread visitors across the destination by highlighting other must see attractions and experiences beyond the World Heritage site

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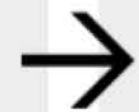
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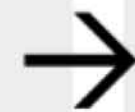
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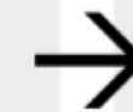
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Guide 9 - Securing funding and investment

- Sustainability is always to an extent about financial sustainability.
- Having enough income to sustain the heritage values of the site for future generations is a critical issue.
- Resources are always finite. Very few sites have adequate investment to do everything they need/want to do, so all sites, to a greater or lesser extent, need to think about attracting additional/new funding and investment to make the progressive changes necessary for a more sustainable destination.

9 – Leverage WHJB to attract development funding support

- Use the WHJB to advocate for development assistance from National Government and international organizations
- Apply for development funding grants and showcase the WHJB platform as a tool to support market access for cultural/community experiences

10 – Leverage WHJB to encourage joint marketing activities with National Geographic

- Work with National Geographic to develop a joint marketing program that could be co-funded by multiple partners



10 Ways to Leverage WHJB to Support Conservation

1. Share WHJB Content with key stakeholders
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3. Monitor & Measure Tourism Impacts
4. Create a WHJ Destination Stewardship Council
5. Leverage WHJB to engage stakeholders to develop a destination strategy
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