



Cultural Tourism & Visitor Management Framework Workbook

A resource by the Organization of World Heritage Cities



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international council on monuments and sites

This workbook was developed as an open educational resource by the ICOMOS International Cultural Tourism Committee (ICTC) for the Organization of World Heritage Cities (OWHC), March 2023.

This workbook complements the report by ICOMOS to OWHC (March 2023) which also includes the Charter principles in full and example of the framework applied.



ICOMOS
international cultural tourism committee

ICOMOS International Cultural Tourism Committee

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Cover photo from the OWHC

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INTRODUCTION

The Cultural Tourism & Visitor Management Framework (CTVMF) is a contribution by the Organisation of World Heritage Cities (OWHC) in support of its members and broader community involved in planning, development and management where cultural tourism and World Heritage is concerned.

The CT&VM Framework supports the application of two existing and comprehensive resources developed and made available through the ICOMOS and UNESCO:

ICOMOS International Cultural Heritage Tourism Charter (2022)

UNESCO Visitor Management Assessment & Strategy Tool (VMAST)

The CT&VM Framework, which also integrates the UN Sustainable Development Goals (UNSDGs), provides World Heritage site management authorities and Destination Management/Marketing Organizations (DMOs) with an operational lens to see and apply these resources in combination. The framework specifically supports a collaborative and strategic approach for operationalising principles and good practice related to cultural tourism, visitor management and heritage protection, and the formulation of recommendations that can be brought forward to the highest level of political attention and support.

The CT&VM Framework provides a general and flexible framework that can be applied across OWHC member cities and beyond. Applied on a regular basis it supports adaptive and proactive site- and destination management for community resilience and protection of heritage of Outstanding Universal Value.



UN Sustainable Development Goals

The UN Sustainable Development Goals (UNSDGs) are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all".

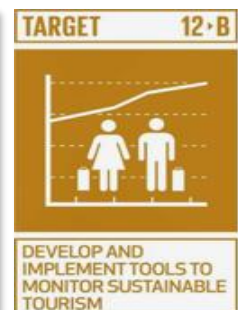
The UNSDGs serves as the basis for the *Policy for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention*. The overall goal of the Policy is to assist States Parties, practitioners, institutions, communities, and networks, through appropriate guidance, to harness the potential of World Heritage properties and heritage in general, to contribute to sustainable development and therefore increase the effectiveness and relevance of the Convention whilst respecting its primary purpose and mandate of protecting the Outstanding Universal Value of World Heritage properties.

The links between tourism and the SDGs as discerned by the UNWTO are set out in Annex 1.

Resources:

World Heritage: <https://whc.unesco.org/en/sustainabledevelopment/>

Tourism: <https://www.unwto.org/tourism-in-2030-agenda>; <https://tourism4sdgs.org>



ICOMOS International Charter for Cultural Heritage Tourism:

*Reinforcing cultural heritage protection and community resilience
through responsible and sustainable tourism management. (2022)*

The Charter aims to align the work of cultural heritage and tourism stakeholders in the pursuit of positive transformative change, offering objectives and principles for responsible tourism destination planning and management that integrates cultural heritage values.

Charter Objectives

Objective 1 - To place the protection of cultural heritage and community rights at the heart of cultural heritage tourism policy and projects, by providing principles that will inform responsible tourism planning and management for cultural heritage protection, community resilience and adaptation

Objective 2 - To promote stakeholder collaboration and participatory governance in the stewardship of cultural heritage and management of tourism, applying a people-centered and rights-based approach, emphasizing access, education, and enjoyment.

Objective 3 - To guide cultural heritage and tourism management in supporting the UN Sustainable Development Goals and Climate Action policy.

Cultural Tourism Charter Principles

Principle 1: Place cultural heritage protection and conservation at the centre of responsible cultural tourism planning and management.

Principle 2: Manage tourism at cultural heritage places through management plans informed by monitoring, carrying capacity and other planning instruments.

Principle 3: Enhance public awareness and visitor experience through sensitive interpretation and presentation of cultural heritage.

Principle 4: Recognize and reinforce the rights of communities, Indigenous Peoples and traditional owners by including access and engagement in participatory governance of the cultural and natural heritage commons used in tourism.

Principle 5: Raise awareness and reinforce cooperation for cultural heritage conservation among all stakeholders involved in tourism.

Principle 6: Increase the resilience of communities and cultural heritage through capacity development, risk assessment, strategic planning, and adaptive management.

Principle 7: Integrate climate action and sustainability measures in the management of cultural tourism and cultural heritage.

Resources:

CHARTER: <https://www.icomosictc.org/p/2022-icomos-international-cultural.html>

ICOMOS ICTC: <https://www.icomosictc.org/>

UNESCOs Visitor Management Assessment & Strategy Tool

The UNESCO VMAST is an online self-assessment and strategy development tool developed to assist World Heritage site management authorities improve visitor management for heritage protection while localizing the UNSDGs. VMAST is available to World Heritage sites through the World Heritage Sustainable Tourism Programme.

Visitor management goals

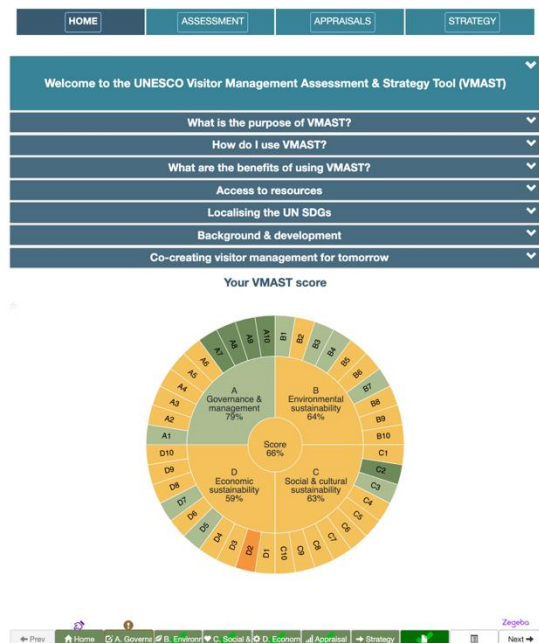
VMAST is made up of 4 Goals, supported by 40 Management Objectives (see workbook page 26-29) and more than 200 indicators:

A - Effective governance & visitor management protecting heritage values

B - Contribution to environmental sustainability, climate change mitigation & adaptation

C - Contribution to inclusive social development & cultural sustainability

D - Contribution to inclusive & sustainable economic development



VMAST applies a strategic approach by addressing how World Heritage site management can be improved across budgeted activities, monitoring, communication, collaboration, and capacity building.

The goals and objectives are set out in Annex 2. For indicators, log into VMAST.

Resources:

VMAST: <https://whc.unesco.org/en/vmast/?p=123456>

UNESCO: <https://whc.unesco.org/en/tourism/>

CT&VM FRAMEWORK

A collaborative approach

The CT&VM Framework helps cities' management authorities, together with key community stakeholders, identify where there are opportunities to respond to existing and emerging challenges in the destination through tourism and improved visitor management.

The following outlines how the CT&VM Framework can be used to guide cultural tourism and visitor management in destinations/cities hosting World Heritage.

While the Framework is set up to facilitate a collaborative effort involving key stakeholders, it is important that the World Heritage site manager / coordinator, who has knowledge of the day-to-day efforts and challenges at the site, and for whom VMAST is primarily intended, has a leading role in completing the Framework.

In involving stakeholders and rights holders, it is recommended to be as inclusive as possible. Invited stakeholders can include Municipal authorities, the DMOs, community and civil society organizations, tourism sector representatives, interest groups (i.e. "Friends of" and local environmental bodies), etc.

The table below sets out the relationship between the foundation (building blocks) and the work that needs to be done at site/destination/city level.

CT&VM FRAMEWORK					
I	II			III	IV
CULTURAL TOURISM PRINCIPLES	WORLD HERITAGE VISITOR MANAGEMENT			CONTEXT	RECOMMENDATIONS
Principles ICOMOS Charter	Management objectives	SDG	Prioritised target outcomes	Site and destination	Strategic recommendations for developing and managing cultural tourism in site and destination

Note: A demo of how it would look once completed is presented in the fuller project document available from OWHC.

Application

Using the Framework, work from left to right. The first step will be to familiarize yourself with the building blocks:

[UN Sustainable Development Goals](#)

>> Global development **goals**

[ICOMOS Cultural Heritage Tourism Charter](#)

>> **Principles** for cultural heritage tourism

[UNESCOs Visitor Management Assessment & Strategy Tool](#)

>> **Good practice** for tourism development and visitor management in and around World Heritage sites

The building blocks create a foundation supporting formulation of strategic recommendations guiding tourism management and development in cultural heritage sites and across OWHC Cities.

To identify strategic management objectives and recommendations responding to challenges in and around the site/city, the Framework must be elaborated with:

- Identified and prioritized target outcomes from VMAST
- Existing policies and operative strategies, masterplans and/or action plans concerning the site and broader destination
- Recommendations for operationalizing the Cultural Tourism Charter Principles specifying responsible and supporting agencies/stakeholders

I. Cultural Tourism Principles

The ICOMOS International Charter for Cultural Heritage Tourism (2022) and its seven principles will help understand how planning and responsible management of cultural heritage tourism, involving participatory governance with diverse cultures, right-holders, and stakeholders, is a powerful vehicle for the preservation of cultural heritage and sustainable development.

II. World Heritage Visitor Management

Application of UNESCO's Visitor Management Assessment & Strategy Tool (VMAST) helps site management authorities what can be done through visitor management to protect World Heritage and localise the UN Sustainable Development Goals.

Use the CT&VM Framework as an additional lens for interpreting VMAST outcomes and formulating strategic recommendations. Its application should be coordinated at site level.

>> Use VMAST to assess visitor management

1. Register for a VMAST account available through [available through UNESCO](#).
2. Use VMAST to assess to what degree visitor management is performing against strategic objectives and target indicators. There are many questions, but response options are simple - Yes/Partly/No/NA.

Important: VMAST is about assessing and demonstrating progress over time, not to get the highest score! To optimize the benefit from the Framework, be honest and realistic in the VMAST assessment.

3. Generate an appraisal report and review the results (scores). Have the VMAST appraisal reviewed, verified, and signed off by a senior official representing site management authority and/or the City's Planning, Heritage and/or Tourism Department. This can be done within VMAST.

>> Identify and prioritise target outcomes

4. In the CT&VM Framework, allocate your VMAST scores to align with the Cultural Tourism principles. You may visualize how you are performing by using the colour scheme set out in VMAST and Framework.
5. From the VMAST Appraisal Report, identify the management objectives where the overall score is relatively low, and target outcomes that still need to be addressed (rated 'no' or 'partly'). The target outcomes can form the basis for recommendations to improve visitor management.
6. Invite key destination/city stakeholders to convene on the process. The stakeholders involved should have the authority to endorse the subsequent recommendations.

III. Context Policies & operative strategies, masterplans

Identify existing policies & operative strategies, masterplans and/or action plans concerning the site AND broader destination / city and consider to what extent these align with Cultural Tourism Charter Principles, complement and/or extend on the VMAST Objectives and UNSDGs.

IV. Strategic recommendations

1. Formulate strategic recommendations operationalising the Cultural Tourism Charter Principles. Recommendations should speak to decision makers and stakeholders in the destination. Recommendations that can be drawn from VMAST are specific to what can be undertaken through site and visitor management. In addition, focus on what can be done in the broader destination (and not just within the World Heritage site or by site management authorities).
2. Assign responsibility in the final strategic recommendation(s). Consider and suggest opportunities for cross sectoral collaboration and multi-stakeholder partnerships. Invite those involved to sign off on the recommendations.

3. Submit the recommendations to the relevant authorities and/or other key stakeholders (for example, from the private sector) for their consideration and secure the necessary approvals for adoption.

NEXT: Develop and implement strategy/ies

Adopted recommendations developed through the CT&VM Framework should be elaborated into a strategy and/or inform the revision of existing relevant strategies and implemented with broad stakeholder involvement. For this purpose the VMAST can be applied as a strategy development tool.





The CT&VM Framework should be applied on a regular basis to support adaptive and proactive site- and destination management for community resilience and protection of heritage of Outstanding Universal Value.








Illustration from <https://www.vmast.net>

CT&VM FRAMEWORK					
I	II		III	IV	
CULTURAL TOURISM PRINCIPLES	WORLD HERITAGE VISITOR MANAGEMENT		CONTEXT	RECOMMENDATIONS	
Charter Principles	Corresponding VMAST objectives	SDGs	<p>Identified and prioritized target outcomes from VMAST.</p> <p><u>Suggestion:</u> Look to target outcomes scored 'no' or 'partly' indicating opportunities to improve.</p>	<p><u>Description</u> of the situation in the site and broader destination.</p> <p><u>Reference to existing</u> policies & operative strategies, masterplans and/or action plans concerning the site & broader destination / city</p> <p><u>Examples:</u> Site Management Plan; Destination Tourism Management plan; Transport Master Plan, etc.</p> <p><u>Stakeholders:</u> Reference to key stakeholders currently involved or concerned.</p>	<p><u>Recommendations</u> for operationalising the Charter Principles</p> <p><u>Examples:</u> Actions and activities that should be integrated into strategies, budgets, and action plans.</p> <p><u>Suggestion:</u> Formulate recommendations and identify actions based on target outcomes.</p> <p><u>Addressee:</u> the stakeholder authority/group/representative to whom the recommendation is addressed.</p>






CULTURAL TOURISM Principle 1: Place cultural heritage protection at the centre of responsible cultural tourism planning and management.


WORLD HERITAGE MANAGEMENT			CONTEXT	RECOMMENDATIONS
VMASST objectives & target outcomes	SDG	priorities & targets:	of relevance:	for operationalising P1:
<p>A1 Governance and management system There are clearly defined, legitimate, accountable, and functional governance arrangements for protecting the site, with an appropriate site management system/plan in place.</p>				
<p>A4 Heritage assets and visitor attractions Heritage assets and visitor attractions representing heritage values of the site are monitored and protected.</p>				
<p>B1 Protection of sensitive environments Sensitive environments are protected from negative impacts of human activities (visitation).</p>				
<p>D3 Funding, investments, and concessions Resources for protection of the site are secured through funding, investments and/or concessions.</p>				

CULTURAL TOURISM Principle 2: Manage tourism at cultural heritage places through planning instruments and management plans informed by carrying capacity.






WORLD HERITAGE MANAGEMENT			CONTEXT	RECOMMENDATIONS
VMASST objectives & target outcomes:	SDG	priorities & targets:	of relevance:	for operationalising P2:
<p>A2 Available resources There are sufficient resources for effectively managing the site.</p>				
<p>A3 Integrated and strategic visitor management Visitor management is integrated in the overall management system for the site, and a visitor management strategy and Action Plan being implemented.</p>				
<p>A5 Visitor volumes Visitor numbers and demographics are monitored, and volumes managed.</p>				
<p>C2 Accessibility The site and its attractions are accessible to all within the constraints of protecting the site's heritage values and its location.</p>				
<p>D8 Visitor facilities, infrastructure, and services</p>				


Appropriate visitor facilities, infrastructure and services are provided.				
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CULTURAL TOURISM Principle 3: Enhance public awareness and visitor experience through sensitive interpretation and presentation of cultural heritage.				
WORLD HERITAGE MANAGEMENT			CONTEXT	RECOMMENDATIONS
VMAST objectives & target outcomes:	SDG	priorities & targets:	of relevance:	for operationalising P3:
A6 Visitor behaviour Visitor behaviour is monitored and guided in the site.				
A7 Communication, information, and interpretation of World Heritage Values Communication, information, and interpretation create awareness about the Outstanding Universal Values* of the site.				
C4 Visitor experience and satisfaction Visitors are satisfied, reporting positive visitor experiences.				
C5 Safety and security The site is safe and secure for visitors and local community members.	 			




<p>C8 Intangible cultural heritage Intangible cultural heritage values associated with the site are appreciated and protected.</p>				
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CULTURAL TOURISM Principle 4: Reinforce the rights of communities, including indigenous groups, to access and engage in participatory governance of the cultural and natural heritage commons used in tourism.





WORLD HERITAGE MANAGEMENT			CONTEXT	RECOMMENDATIONS
VMAST objectives & target outcomes:	SDG	priorities & targets:	of relevance:	for operationalising P4:
<p>A8 Capacity development Stakeholder capacities are built through relevant activities and training.</p>				
<p>A10 Participatory governance Site management authorities support civic and democratic engagement in the use and management of heritage through a participatory governance approach.</p>				
<p>C3 Local community opinion The local community has a positive opinion on visitor management in the site.</p>				
<p>C7 Respect of rights Rights are protected, equal opportunities provided, and exploitation prevented.</p>				
<p>C9 Social inclusion The site is an arena for social inclusion and integration.</p>				







<p>D2 Visitors financial contribution. The site and associated communities benefit from visitor generated revenues and/or support.</p>				
<p>D4 Local jobs, employment, and career opportunities Site management contributes to local jobs, employment, and career opportunities.</p>				
<p>D10 Events and festivals Events (including meetings, conferences, festivals, etc.) are responsibly managed and contribute positively to the site and associated communities.</p>				

CULTURAL TOURISM Principle 5: Raise awareness of and reinforce cooperation for heritage conservation among all tourism stakeholders.














WORLD HERITAGE MANAGEMENT		CONTEXT	RECOMMENDATIONS
VMAST objectives & target outcomes:	SDG	priorities & targets:	of relevance:
<p>A9 Collaboration with the tourism sector Site management authorities collaborate and coordinate management with relevant stakeholders in the site as well as in the broader tourism destination.</p>			
<p>C1 Awareness and appreciation of cultural heritage There is widespread awareness, understanding and appreciation of cultural and natural heritage associated with the site and local communities.</p>			
<p>D6 Boundaries and zoning Boundaries of and zoning related to tourism and visitor activities are clearly defined and managed.</p>			


CULTURAL TOURISM Principle 6: Increase the resilience of cultural heritage and communities through risk assessment, strategic planning, and adaptive management.

WORLD HERITAGE MANAGEMENT			CONTEXT	RECOMMENDATIONS
VMAST objectives & target outcomes:	SDG	priorities & targets:	of relevance:	for operationalising P6:
<p>B2 Protection of wildlife Wildlife is protected from negative impacts of human activities (visitation).</p>				
<p>C6 Disaster risk management, crises and emergency response Disaster risks are monitored and managed with efficient crises and emergency response in place.</p>				
<p>C10 Food security There is food security in and around the site.</p>				
<p>D1 Economic inclusion, resilience, and sustainability Site management authorities work with enterprises in the site to protect heritage resources (e.g. assets, attractions, and infrastructure) relevant to the economic resilience and sustainability of the local community.</p>				





<p>D5 Production and consumption Goods and services available in the site are sustainably produced and consumed. Goods and services associated with the site (use of WH logo) contribute local opportunities and value.</p>	 			
<p>D7 Property acquisitions Property acquisitions in the site are well managed.</p>	 			
<p>D9 Visitor patterns and periods Visitor patterns and periods optimise opportunities and minimise negative impacts from seasonal fluctuations and overcrowding.</p>	 			






CULTURAL TOURISM Principle 7: Include climate action policy and measures in the management of cultural tourism and cultural heritage.






WORLD HERITAGE MANAGEMENT		CONEXT	RECOMMENDATIONS
VMAST objectives & target outcomes:	SDG	priorities & targets:	of relevance: for operationalising P7:
B3 Waste management Solid waste and wastewater are minimised.	 		
B4 Water security & access Use of freshwater is minimised, and access to safe water is maintained.	 		
B5 Energy conservation Energy is conserved.	 		
B6 Light, noise and visual pollution Light, noise and visual pollution is minimal.	 		
B7 Low-impact travel and transport Impacts from travel transportation to/from and within the site is managed, with low impact transport offered and promoted.	 		
B8 Carbon footprint (GHG emissions) Greenhouse gas emissions (carbon footprint) is minimised.	 		
B9 Climate change adaptation Protection of heritage values is integral in climate change management.			




<p>B10 Environmental risks Environmental risks are identified, monitored, and managed.</p>				
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Annex 1: Tourism & the UNSDGs

Goal	Description	Link to Cultural Tourism (as proposed by the UNWTO)
	End poverty in all its forms everywhere	As one of the largest and fastest growing economic sectors in the world, tourism is well-positioned to foster economic growth and development at all levels and provide income through job creation. Sustainable tourism development, and its impact at community level, can be linked with national poverty reduction goals, those related to promoting entrepreneurship and small businesses, and empowering less favored groups, particularly youth and women.
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Tourism can spur agricultural productivity by promoting the production, use and sale of local produce in tourist destinations and its full integration in the tourism value chain. In addition, agro-tourism, a growing tourism segment, can complement traditional agricultural activities. The resulting rise of income in local communities can lead to a more resilient agriculture while enhancing the value of the tourism experience.
	Ensure healthy lives and promote well-being for all at all ages	Tourism's contribution to economic growth and development can also have a knock-on effect on health and well-being. Foreign earnings and tax income from tourism can be reinvested in health care and services, which should aim to improve maternal health, reduce child mortality and prevent diseases, among others.
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	A well-trained and skilful workforce is crucial for tourism to prosper. The sector can provide incentives to invest in education and vocational training and assist labour mobility through cross-border agreements on qualifications, standards and certifications. In particular youth, women, senior citizens, indigenous peoples and those with special needs should benefit through educational means, where tourism has the potential to promote inclusiveness, the values of a culture of tolerance, peace and non-violence, and all aspects of global exchange and citizenship.

	<p>Achieve gender equality and empower all women and girls</p>	<p>Tourism can empower women in multiple ways, particularly through the provision of jobs and through income-generating opportunities in small and larger-scale tourism and hospitality related enterprises. As one of the sectors with the highest share of women employed and entrepreneurs, tourism can be a tool for women to unlock their potential, helping them to become fully engaged and lead in every aspect of society.</p>
	<p>Ensure availability and sustainable management of water and sanitation for all</p>	<p>Tourism can play a critical role in achieving water access and security, as well as hygiene and sanitation for all. The efficient use of water in the tourism sector, coupled with appropriate safety measures, wastewater management, pollution control and technology efficiency can be key to safeguarding our most precious resource.</p>
	<p>Ensure access to affordable, reliable, sustainable, and modern energy for all</p>	<p>As a sector that requires substantial energy input, tourism can accelerate the shift toward renewable energy and increase its share in the global energy mix. Consequently, by promoting sound and long-term investments in sustainable energy sources, tourism can help to reduce greenhouse gas emissions, mitigate climate change and contribute to innovative and new energy solutions in urban, regional and remote areas.</p>
	<p>Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all</p>	<p>Tourism is one of the driving forces of global economic growth and currently provides for 1 in 11 jobs worldwide. By giving access to decent work opportunities in the tourism sector, society – particularly youth and women – can benefit from increased skills and professional development. The sector’s contribution to job creation is recognized in Target 8.9 “By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products”.</p>
	<p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>	<p>Tourism development relies on good public and privately supplied infrastructure and an innovative environment. The sector can also incentivize national governments to upgrade their infrastructure and retrofit their industries, making them more sustainable, resource-efficient and clean, as a</p>

		means to attract tourists and other sources of foreign investment. This should also facilitate further sustainable industrialization, necessary for economic growth, development and innovation.
	Reduce inequality within and among countries	Tourism can be a powerful tool for community development and reducing inequalities if it engages local populations and all key stakeholders in its development. Tourism can contribute to urban renewal and rural development and reduce regional imbalances by giving communities the opportunity to prosper in their place of origin.
	Make cities and human settlements inclusive, safe, resilient, and sustainable	A city that is not good for its citizens is not good for tourists. Sustainable tourism has the potential to advance urban infrastructure and universal accessibility, promote regeneration of areas in decay and preserve cultural and natural heritage, assets on which tourism depends. Greater investment in green infrastructure (more efficient transport facilities, reduced air pollution, conservation of heritage sites and open spaces, etc.) should result in smarter and greener cities from which not only residents, but also tourists, can benefit.
	Ensure sustainable consumption and production patterns	A tourism sector that adopts sustainable consumption and production (SCP) practices can play a significant role in accelerating the global shift towards sustainability. To do so, as set in Target 12.b of Goal 12, it is imperative to “Develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products” .
	Take urgent action to combat climate change and its impacts	Tourism contributes to and is affected by climate change. It is, therefore, in the sector’s own interest to play a leading role in the global response to climate change. By lowering energy consumption and shifting to renewable energy sources, especially in the transport and accommodation sector, tourism can help tackle one of the most pressing challenges of our time
	Conserve and sustainably use the oceans, seas and	Coastal and maritime tourism, tourism’s biggest segments, particularly for Small Island Developing States’ (SIDS), rely on healthy marine ecosystems. Tourism development must be a part of Integrated Coastal Zone Management in order to help conserve and preserve fragile marine

	marine resources for sustainable development	ecosystems and serve as a vehicle to promote a blue economy, in line with Target 14.7: “by 2030 increase the economic benefits to SIDS and LDCs from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism”.
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse	Majestic landscapes, pristine forests, rich biodiversity, and natural heritage sites are often main reasons why tourists visit a destination. Sustainable tourism can play a major role, not only in conserving and preserving biodiversity, but also in respecting terrestrial ecosystems, owing to its efforts towards the reduction of waste and consumption, the conservation of native flora and fauna, and its awareness-raising activities.
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive	As tourism revolves around billions of encounters between people of diverse cultural backgrounds, the sector can foster multicultural and inter-faith tolerance and understanding, laying the foundation for more peaceful societies.
	Strengthen the means of implementation and revitalize the global partnership for sustainable development	Due to its cross-sectorial nature tourism has the ability to strengthen private/public partnerships and engage multiple stakeholders – international, national, regional and local – to work together to achieve the SDGs and other common goals. Indeed, public/public cooperation and public/private partnerships are a necessary and core foundation for tourism development, as is an increased awareness in the role of tourism in the delivery on the post-2015 Development Agenda.

Sources: UNWTO [Tourism in the 2030 Agenda](https://tourism4sdgs.org/); <https://tourism4sdgs.org/>

Annex 2: Visitor Management Goals & Objectives (from VMAST)

See the UNESCO Visitor Management Assessment & Strategy Tool (VMAST) for the comprehensive list of associated indicators.

GOAL A	EFFECTIVE GOVERNANCE AND VISITOR MANAGEMENT PROTECTING HERITAGE VALUES	
A1	Governance and management system	There are clearly defined, legitimate, accountable, and functional governance arrangements for protecting the site, with an appropriate site management system/plan in place.
A2	Available resources	There are sufficient resources for effectively managing the site.
A3	Integrated and strategic visitor management	Visitor management is integrated in the overall management system for the site, and a visitor management strategy and Action Plan being implemented.
A4	Heritage assets and visitor attractions	Heritage assets and visitor attractions representing heritage values of the site are monitored and protected.
A5	Visitor volumes	Visitor numbers and demographics are monitored, and volumes managed.
A6	Visitor behaviour	Visitor behaviour is monitored and guided in the site.
A7	Communication, information and interpretation of World Heritage values	Communication, information, and interpretation create awareness about the Outstanding Universal Values* of the site.
A8	Capacity development	Stakeholder capacities are built through relevant activities and training.
A9	Collaboration with the tourism sector	Site management authorities collaborate and coordinate management with relevant stakeholders in the site as well as in the broader tourism destination.
A10	Participatory governance	Site management authorities support civic and democratic engagement in the use and management of heritage commons through a participatory governance approach.

Source: UNESCOs Visitor Management Assessment & Strategy Tool (VMAST)

GOAL B CONTRIBUTION TO ENVIRONMENTAL SUSTAINABILITY, CLIMATE CHANGE MITIGATION & ADAPTATION		
B1	Protection of sensitive environments	Sensitive environments are protected from negative impacts of human activities (visitation).
B2	Protection of wildlife	Wildlife is protected from negative impacts of human activities (visitation).
B3	Waste management	Solid waste and wastewater are minimised.
B4	Water security and access	Use of freshwater is minimised, and access to safe water is maintained.
B5	Energy conservation	Energy is conserved.
B6	Light, noise and visual pollution is minimal	Light, noise, and visual pollution is minimal.
B7	Low-impact travel and transport	Impacts from travel transportation to/from and within the site is managed, with low impact transport offered and promoted.
B8	Carbon footprint (greenhouse gas emissions)	Greenhouse gas emissions (carbon footprint) are minimised.
B9	Climate change adaptation	Protection of heritage values is integral in climate change adaptation.
B10	Environmental risks	Environmental risks are identified, monitored, and managed.

Source: UNESCOs Visitor Management Assessment & Strategy Tool (VMAST)

GOAL C	CONTRIBUTION TO INCLUSIVE SOCIAL DEVELOPMENT & CULTURAL SUSTAINABILITY	
C1	Awareness and appreciation of cultural and natural heritage	There is widespread awareness, understanding and appreciation of cultural and natural heritage associated with the site and local communities.
C2	Accessibility	The site and its attractions are accessible to all within the constraints of protecting the site's heritage values and its location.
C3	Local community opinion	The local community has a positive opinion on visitor management in the site.
C4	Visitor experience and satisfaction	Visitors are satisfied, reporting positive visitor experiences.
C5	Safety and security	The site is safe and secure for visitors and local community members.
C6	Disaster risk management, crises- and emergency response	Disaster risks are monitored and managed with efficient crises and emergency response in place.
C7	Respect of rights	Rights are protected, equal opportunities provided, and exploitation prevented.
C8	Intangible cultural heritage	Intangible cultural heritage values associated with the site are appreciated and protected.
C9	Social inclusion	The site is an arena for social inclusion and integration.
C10	Food security	There is food security in and around the site.

Source: UNESCO's Visitor Management Assessment & Strategy Tool (VMAST)

GOAL D CONTRIBUTION TO INCLUSIVE & SUSTAINABLE ECONOMIC DEVELOPMENT		
D1	Economic inclusion, resilience, and sustainability	Site management authorities work with enterprises in the site to protect heritage resources (assets, commons, attractions, and infrastructure) relevant to economic inclusion, resilience, and sustainability of the local community.
D2	Visitors' financial contribution	The site and associated communities' benefits from visitor generated revenues and/or support.
D3	Funding, investments, and concessions	Resources for protection of the site are secured through funding, investments and/or concessions.
D4	Local jobs, employment, and career opportunities	Site management contributes to local jobs, employment, and career opportunities.
D5	Production and consumption	Goods and services available in the site are sustainably produced and consumed. Goods and services associated with the site (use of WH logo) contributes local opportunities and value.
D6	Boundaries and zoning	Boundaries of and zoning related to tourism and visitor activities are clearly defined and managed.
D7	Property acquisitions in the site are managed.	Property acquisitions in the site are managed.
D8	Visitor facilities, infrastructure, and services	Appropriate visitor facilities, infrastructure and services are provided.
D9	Visitor patterns and periods	Visitor patterns and periods optimise opportunities and minimise negative impacts from seasonal fluctuations and overcrowding.
D10	Events and festivals	Events (including meetings, conferences, festivals, etc.) are responsibly managed and contribute positively to the site and associated communities.

Source: UNESCOs Visitor Management Assessment & Strategy Tool (VMAST)

Building blocks within the
Cultural Tourism & Visitor Management Framework

by OWHC



THE GLOBAL GOALS
For Sustainable Development

[International Cultural Heritage Tourism Charter \(2022\)](#)

by [ICOMOS](#)

<https://www.icomosictc.org/>

[Visitor Management Assessment & Strategy Tool \(VMAST\)](#)

by [UNESCO](#)

<https://whc.unesco.org/en/tourism/>



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