Considerations for Sustainable Tourism and Visitor Management at Mtskheta World Heritage Site, Georgia

Brandenburg University of Technology Cottbus-Senftenberg (BTU)
Study Project Dates: April 2015 to July 2015

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I. Introduction:

The Brandenburg University of Technology (BTU) Semester Study Projects
Study Projects enable World Heritage Studies students to apply skills and knowledge to practical cultural and natural heritage issues. Study Projects promote interdisciplinary research and analysis. They expose students to the realities of project development and management. They test critical systems thinking and abilities to understand the broad ranges of stakeholder interest, skills necessary to foster lasting conservation and development solutions.

Tourism as a Management Challenge
Tourism is expanding four to five percent annually and expected to double in the next decades. Trends indicate greater demand for cultural and natural heritage travel. At iconic World Heritage Sites, these realities make tourism and visitor management important. Increasing visitation adds pressure to resources. Few World Heritage sites have tourism management plans to meet the growing challenges. Few sites have tourism specialists, people trained in visitor management skills and with sophisticated knowledge of the tourism industry and community development.

Tourism, World Heritage and Learning Opportunities
Tourism issues at World Heritage sites expose students to conservation and development realities. The World Heritage Convention mandates both site presentation and the maintenance of conservation values, two frequently competing and conflicting directions. Key tourism issues involve discussions of values. Issues of appropriate visitor experience, the appropriate limits of acceptable change for tourism infrastructure development and visitor numbers, what is meant by sustainable tourism, all reflect varied opinions. Lasting management decisions and solutions are settled within existing legislation and policies and through processes that engage cultural, social, environmental and economic interests; processes that make differences explicit, open to reflection and discussion. Exposing students to this dynamic, grounds their learning in the realities of what is needed to take protected area management from theory to practice.

Study Project Site - the Historical Monuments of Mtskheta
Inscribed in 1994, the Historical Monuments of Mtskheta comprise the Jvari and Samtavro Monasteries and the Svetitskhoveli Cathedral. Mtskheta is the focal point of the Georgian Orthodox and Apostolic Church. Twenty kilometres from Tbilisi, the town is a spiritual hub for Georgians and a place of weekend recreation for Tbilisi residents. The Site receives both domestic and international tourists.

Defined by Georgia as a town-museum, the town and surroundings have Archaeological-Architectural Reserve status. Historically Mtskheta was associated with Roman, Persian, Syrian, Palestine, and Byzantium cultures. The remains of these civilizations are found in the town and its environs.
The Study Project Details

Project background

In parallel, and with a World Heritage Committee request, the World Bank is supporting the preparation of a City of Mtskheta Urban Master Plan and the Mtskheta/Mtianeti Regional Programme including a Regional Tourism Development Strategy. The Plan addresses town and buffer zone land use decision-making and property development regulations; tourism is an important consideration. The Regional Strategy ties Mtskheta development and conservation to a broader tourism effort beyond the World Heritage Property. This Study Project’s contributions are associated with these two World Bank initiatives.

The Sustainable Development Document as a tourism policy reference point
The Study Project used the World Heritage Sustainable Development Policy as a reference point for examining tourism’s potential role in Mtskheta’s conservation and development. Tourism is mentioned in the Document under Inclusive Economic Development. In recent years, academic and field practitioners stress the utility of tourism providing economic opportunity but also serving broad social and environmental purpose, enhancing quality of life and protecting cultural and natural heritage. Current thinking believes tourism, proactively integrated, into a wide range of community needs can contribute to community vibrancy and resiliency. Study project activities pursue this focus of exploring tourism’s role in the range of dimensions.

World Heritage Policy Document Dimensions include:
Environmental Sustainability - protecting biological and cultural diversity and ecosystem benefits; advocating environmental impact assessment tools when planning, implementing energy, transport, infrastructure and waste management, sustainable consumption and production systems, and recognising that World Heritage sites can catalyse and strengthen a site’s resilience to natural hazards and climate change.

Inclusive Social Development - contributing to social inclusion and equity, enhancing quality of life and well-being, respecting, protecting, and promoting human rights, and gender equality, and respecting, consulting and involving indigenous peoples and local communities.
Inclusive Economic Development - ensuring growth, employment, income and livelihoods, promoting economic investment and community-based tourism and strengthening capacity-building, innovation and local entrepreneurship.

Peace and Security - ensuring conflict prevention, protecting heritage during conflict, promoting conflict resolution and contributing to post-conflict reconstruction.

Study Project Structure
Students formed five groups, one group for each Policy Document dimension with an additional Culture Dimension added to spread the workload. Students reviewed literature on aforementioned dimensions, sustainable tourism and the World Heritage Site. Lectures on visitor management and community socio-economic development frameworks provided links to the dimensions and guided reflection for generating suggestions for tourism’s wider integration.

A Site field visit enabled discussion and observation of obstacles and opportunities of issues associated with broad tourism integration. A key question was where can tourism be realistically used, and what elements such as engaging the different constituencies, planning, management and capacity building issues may need strengthening?

Upon return, the groups provided suggestions that the World Bank might consider within the context of the Master Plan and regional development efforts. This Final Report combines the student’s edited reports, in a strategy format, adding other information and suggestions when deemed necessary.

II. Mtskheta Background Information:

Mtskheta and its surrounding grounds were declared a Museum-Reserve and Mtskheta during the Soviet period. Since the 1990s Mtskheta has been regulated by national cultural heritage and spatial planning legislation; planners provided Mtskheta layout guidelines at this time. In the late 1990’s, concerned over city development, restoration efforts and private property ownership issues, several Parliament members and international advisors pressed for reinforcement and/or new legislation for greater protection and conservation and a long range tourism and recreation vision.

The UNESCO & UNDP-SPPD Heritage & Tourism Master Plan
In 2000, UNESCO and UNDP provided resources for a Heritage & Tourism Master Plan. A mission carried out in September 2001 by Georgian and international experts resulted in the UNESCO & UNDP-SPPD Heritage & Tourism Master Plan for Mtskheta. Published in 2003, the document reflected international thinking on cultural landscapes and integrated conservation. This included preserving the visual unity and connectivity of the monuments and the natural settings. Tourism planning and control for maintaining and enhancing the overall image of the
historic town and its environs included height restrictions, respect for the roof typology and fencing to maintain the rural character of the town. Legal protection to safeguard Mtskheta monuments and their authenticity, natural environment preservation particularly riverbank opportunities for recreational and tourism was emphasized.

Other recommendations included increasing the awareness through interpretation of the cultural-historic significance of the property, developing an interpretation strategy considering Mtskheta as a ‘string of pearls’; separate sites being related by the tides of history but presented within their own different time frame and significance. Pedestrian circulation between the monuments was emphasized to link the major monuments with each other. A phased approach for the recommendations was suggested with the Jvari Monastery serving as a starting point. It was at Jvari that both visitor policy implementation and capacity building actions for site management issues such as interpretation and visitor control and limits could be tested.

In these efforts, the archaeological sites of Armaztsikhe and Samtavro necropolis were considered important to reveal the cultural-historic importance of the town and the region. Increased protection from the elements, and renewed excavation efforts for these archaeological sites was suggested. Cultural activities, like music festivals, art expositions and theatre performances were proposed to enhance the image of the town as an historic icon.

The plan identified the Church-State stakeholder decision making challenges and the need for consensus on restoration activities. Recommended was the creation of a site management group, the Institution for the Management of the Perimeter IMP, having capacities to guide historic city development, facilitating better management and cooperation.

The World Heritage Committee requested Plan adoption and implementation in 2005 and 2007; it was never implemented and never financed. Officially, this was due to gaps in the law on National Cultural Heritage lacking a management plan format; politically, buy-in to the Plan was never gained by all constituencies. Translated into Georgian, the Master Plan is known to a limited number of professionals and its full version not readily accessible.

**Following Years**

In 2008, Mtskheta cultural heritage management was mandated to the new National Agency for Cultural Heritage Preservation of Georgia, (NACHPG). The Agency sets management standards for monuments and national museums and is supported by the National Committee of Special World Heritage.

In 2009 due to restoration concerns, zoning and private property purchases, Mtskheta was placed on the List of World Heritage in Danger. In 2010, the Ministry of Culture and Monument Protection of Georgia, created, is charged with preserving culturally significant Georgian monuments. The Georgia National Tourism Authority under the Ministry of Economy and Sustainable Development was also created to develop tourist industry partnerships, new tourist routes, tourist service facilities, collect statistical, and manage informational policy.
In 2012, a draft Management Plan was produced National Committee of Special World Heritage. Based on the 2003 Heritage & Tourism Master Plan experience, the Draft Plan suggested that incentives are needed for consensus building between the multiple user groups for adoption and compliance of any new management policies. Raising the awareness of religious leaders, local businessmen and residents was suggested as part of these efforts. A sub-management unit composed of the Patriarchate, the local department of the National Agency for Cultural Heritage Preservation of Georgia (NACHPG) and the local municipality was recommended. A tourism management plan including an interpretation plan and training in World Heritage Site Management was suggested.

A 2013 Italian-Danish Consortium TWINNING project addressed NACHPG institutional development resulting in several outcomes. These included, a Memorandum of Cooperation between the State and the Orthodox Church of Georgia, development of the draft of the national law on World Heritage Sites, and a NACHPG-Patriarch-WHC-ICOMOS Project on Mtskheta Cultural Landscape Survey and Heritage Impact Assessment were related outcomes.

In 2014 an ICOMOS/ICCROM Reactive Monitoring Mission and a UNESCO World Heritage Centre/World Bank mission produced a Sustainable Development Project Concept framed by the World Heritage Convention and the Historic Urban Landscape Recommendation (HUL). Through this, a tripartite co-operation agreement was organized by NACHPG, UNESCO and the World Bank to facilitate institutional arrangements for the Mtskheta Urban Master Plan project; the church, local and regional authorities and specialized experts are involved. The mission recommended a Georgia World Heritage capacity building platform.

During these years, the Georgian State had financed a restoration programme in Mtskheta. The authenticity of restoration practices and the design and scale of the visitor information centre built adjacent to the Svetitskhoveli Cathedral were criticized by ICOMOS Georgia. Local Mtskheta residents began tourism guest houses and shops in their restored homes. Currently there is a joint commission between municipality and the national cultural entities to work on UNESCO issues.

The Mtskheta/Mtianeti Regional Development Program
In 2014 the World Bank launched the Mtskheta/Mtianeti Regional Development Program that included work on the Mtskheta Urban Land Use Master Plan, implementation of corrective site restoration measures, legislation reform, economic growth and job creation. The development of a tourism strategy is a key component. Mtskheta is to be a cultural hub in the Mtskheta-Mtianeti regional strategy. A Bank priority is to boost cultural routes around the town linking archaeological sites, a monastery (it is assumed Jvari) and architecture monuments. Mtskheta’s river systems make up part of these cultural routes; Bank investment in river tourism and recreation infrastructure is envisioned, this includes the Mtkvari canyon for regional river
recreation and sightseeing tours. Other regional attraction themes are related to mountain, urban, nature and adventure.

Considered within the strategy are potential fee and concession policies for public attractions, in and around the town, for example, a future museum and the archaeological sites. Financing for development of an official Mtskheta integrated website for marketing/promotion efforts would be possible as would investing in training locals for diversifying tourism products and services.

In July 2015 the government of Georgia declared a development moratorium to allow time for finalization of the completion of the Land Use Master Plan and other planning and decision making instruments related to historic town development.

The following needs have been reported by the National Committee of Special World Heritage and ICOMOS Georgia

- Community facilitators aiding tourism planning and discussion of management issues and community development initiatives between the different constituencies.
- An integrated and balanced interpretation plan for the site. It’s been suggested that different constituencies would focus on different themes. For example, the Church’s focus would be the Christian history of Mtskheta archaeologists would focus on prehistoric Mtskheta as a capital of the country and Bronze and Iron Age facts. Currently, there is no interpretation of the site only factual information presented, is basic and in need of revitalization. The National Agency for Cultural Heritage in collaboration with the National Tourism Administration and other relevant stakeholders was recommended for implementation by a National Committee of Special World Heritage official.
- When both completed coordination between the Visitor Information Station, the Mtskheta Visitor Centre and the Mtskheta Museum will be needed.
- The improvement of the organization, control and training of Mtskheta guides. It was suggested the Church play a role as they are a primary source of visitor information.
- A Georgia cultural heritage training platform. A recent memorandum of understanding with ICCROM considers establishing a training platform one possible location could be Mtskheta. It was reported that this would contribute to bringing new life to the city and beneficial for the restoration, conservation of Mtskheta monuments and sites.
- Guidelines to maintain the quality and authenticity of Mtskheta souvenirs or crafts need. Part of the solution is more communication between the local crafts manufacturers, tradespeople and the municipality.
- Investigating the potential of a heritage volunteer system through the National Agency for Cultural Heritage. There is a tradition of this type of activity. The National Agency employs students at archaeological and architectural sites. International expeditions have been established at some sites like Noqalaqevi, involving British and Georgian students working under the supervision of professional archaeologists. There is also active cooperation with the Restoration Faculty of the State Academy of Fine Arts. Faculty students and graduates restore wall paintings and perform stone
conservation. The stone conservation of Jvari Monastery is an example of this joint co-operation, between international experts, Georgian students and young professionals. Internships are mandatory for students and the National Agency receives interns for three month periods at the head office and at field offices such as Mtskheta.

- Follow-up awareness raising; ICOMOS Georgia has been involved with local community and local schools in Mtskheta introducing the ICCROM Manual for School teachers on cultural heritage. The World Heritage office reported a high probability that the National Agency would support follow-up awareness raising work with schools and the community if any of the NGOs or local social associations may facilitate the process.

Management Structure and Other Key Stakeholders

- The Mtskheta-Mtianeti Regional Administration coordinates governmental and local administration for Mtskheta and regional cultural heritage management and monument maintenance. It participates in project development and monitoring.
- Sakrebulo and Gamgeoba of the Mtskheta Municipality participates in urban programme and project development, implementation and supervision, preparing tenders, reviewing and agreeing upon architectural projects, and issuing construction permits.
- The church is represented by the Svetitskhoveli Cathedral Parish, Samtavro Nunnery and Administration of Jvari Monastery.
- The Mtskheta Archeological Museum-Reserve carries out research, educational and exposition activities in Mtskheta under the supervision of National Agency for Cultural Heritage Preservation. The National Museum of Georgia carries out and archives scientific research and implements exposition and educational programs on Mtskheta’s cultural heritage and archeological excavations.
- Mtskheta NGO’s are a rarity. A NGO “Georgian Arts and Culture Centre” works on traditional crafts issues. A project funded by the National Agency for Cultural Heritage Preservation in 2014, now continuing through EU funding, stimulates high quality traditional crafts production, marketing and branding on international markets. In 2014, they established the Heritage Crafts Association of Georgia who provide small grants to local craftsmen, one to a textile craft studio in Mtskheta [http://crafts.ge](http://crafts.ge).
III. Findings:

1. Finding: A shared vision of Mtskheta tourism still needs refinement.

Mtskheta continues to remain somewhat betwixt and between its traditional spiritual and recreation use. Not all conservation and socio-economic development values are shared. Church, State, and municipal authorities and restoration professionals have in the past demonstrated different interests. There are varied opinions on the experiences the Town should offer to visitors. For example, in June, 2015, Mtskheta municipal officials mentioned a thirty million dollar hotel initiative just outside the town and interest in a private aquatic centre - club project. One may ask if these sorts of initiatives hold wide agreement by the range of constituencies, such as the Church or ICOMOS.

The interplay of the Town’s public use areas is related to the issue. In a 2001 meeting with His Holiness and Beatitude, Catholicos Patriarch of All Georgia, Ilia II it was agreed that the Cathedral may serve three main purposes. These included, the spiritual-religious purpose; a social-cultural one, as the Cathedral is the physical center-point for the community, and an archaeological-historic purpose, the subterranean area containing relics of past civilizations. In 2015, it appears these purposes and their influence on the management for the Cathedral continue to need articulation, reflecting a consensus building need for the interplay of the Town’s public use areas.

2. Finding: Affecting a shared vision, questions remain regarding the linkages between Master Plan activities and Regional tourism strategy development.

A tourism development vision is forming around work on the Urban Master Plan and the Bank’s Regional Development Strategy. A World Bank priority is to enhance Mtskheta tourism through the development of cultural routes around the town. Cultural routes linked with archaeological sites, (it is assumed they would include Mtskheta), are important to the regional strategy. Tour operators report Mtskheta tours concentrate on religious sites and not on the surrounding attractions. A question remains on a joint vision of how current market conditions, the state of Mtskheta archaeological sites, and future initiatives will permit linkages to the larger strategy.

Mtskheta is one of a group of attractions that include other cultural heritage sites, a natural heritage site, and ski resorts, all located north of Mtskheta up to one hundred kilometres away. How these other hubs, offering different experiences may be included in a visit to Mtskheta affect regional tourism’s long range vision. This issue holds important ramifications for targeting priority itineraries.
3. Finding: During Master Planning and Regional Strategy development, asking the question of “What should tourism sustain?” and discussing its purpose within the various development dimensions, could help engage needed stakeholders, provoking discussion on outstanding questions, aiding tourism vision refinement.

The aforementioned findings suggest that incentives are needed for vision consensus building; the 2012 Draft Management Plan also identifies this need. Discussions on the broader range of tourism’s purpose, issues associated with socio-economic inclusiveness and the environment, provide incentives for stakeholder cooperation helping to aid formation of a joint tourism vision.

For example, tourism can have negative social and cultural impacts and can be controversial for constituencies engaged in conservation. Within the Bank’s current urban planning and the regional development, addressing the issues of socio and cultural inclusiveness and the environment could help enhance acceptance of planning and strategy policies to many key stakeholders leading to clearer tourism goals and objectives.

Specifically, expanding thinking on the broader range of tourism’s purpose may aid World Bank decision making with Urban Plan zoning recommendations because of a desire to meet certain socio-cultural or environmental goals. Reflexion on how the different socio-economic dimensions are interconnected could aid the municipal authorities to take a more systems approach to tourism development, for example, how Mtskheta tourism could complement community pride building and awareness raising.

For the Regional Tourism Strategy, asking the question of purpose may help detail cultural route linkages to wider socio-cultural elements, helping decision making. For example, targeting those itineraries whose attractions offer the widest socio-economic and environmental integration potential; for instance, one cultural route may be a priority and strategically important for economic and social integration of displaced persons living in the area. The approach may also help to argue for more resources and time for project implementation to meet a purpose’s goals and objectives. It could help in targeting the distribution of scarce financial and human resources during project implementation.

If the question of “What should tourism sustain?” is widely adopted during the Bank’s sustainable tourism initiatives in the Caucasus, a body of practical information on how communities have been able to organize to broaden tourism’s social and cultural and environmental utility, could benefit others.
4. **Finding: Focusing on purpose takes more time and resources; the process can contribute to sustained outcomes.**

A key challenge in connecting tourism to wider purpose is the understanding and expanded thinking needed by local and regional decision-makers to consider both economic and community social, cultural and environmental benefits. This has been found to be the case with UNESCO initiatives and in other community initiatives; economic utility is easily identified, incorporating tourism into the broader community fabric necessitates more reflection.

For example, the results of a tourism integration study on a number of Transition Towns in the United Kingdom found that while it was agreed that tourism has to be addressed as part of community sustainability and resiliency, programme officers were challenged on how best to incorporate tourism into the different working groups.

Transition Towns, a movement in over 3000 communities around the world, aims to create resilient communities. Working groups are organized around the issues of local food, energy, waste, economics, health, education, transportation, arts, housing, and local government liaison and are used to discuss topics of sustainability and local resilience. In the case of the Transition Towns, decision makers eventually slotted in tourism issues to each of the working groups enabling the necessary linkages to consider tourism.

5. **Finding: Exploring the use of World Heritage status may provide an additional opportunity for bringing socio-economic interests together to sharpen a tourism vision.**

The World Bank and the local Mtskheta administration are publically committed to engaging on World Heritage site issues. Studies show if proactively used, World Heritage status can catalyse actions contributing to enhanced image, increased public awareness, better planning, fundraising opportunities to meet unmet conservation costs and community awareness and pride. Discussing with different constituencies the practical use of World Heritage status can provide a useful platform for increasing consensus and expanded thinking on tourism and community development. (See Appendix 1 for examples of World Heritage benefits).

Linked to the discussion on World Heritage benefits, an additional discussion, if it has not yet taken place, might be the formulation of a plan to extricate the Site from the List of World Heritage in Danger. The incentive to bring tourism interests together would be an opportunity for enhancing Georgia’s image and enhancing Government the tourism policy aim at attracting and deepening Western European tourism markets. Addressing the socio-economic and environmental dimensions of the 2015 Sustainable Development Document within this discussion may provide leverage points with UNESCO, generating World Heritage Committee and Advisory Body acceptance of the planning and development and de-listing activities.
6. Finding: It would be beneficial, if work on an updated Management Plan, is started soon, in tandem with ongoing Master Planning and Regional Strategy Development efforts.

The government of Georgia’s moratorium aims to allow time for the finalization of the Mtskheta Master Plan and creation of other towns planning instruments. A tourism management plan including an interpretation plan and training in World Heritage Site Management is an identified need provided by ICOMOS and World Bank officials. Because of new legislation, a management plan may now be covered under a new World Heritage law. The financing of such a plan, started now, would enable an additional and important platform for shedding light on stakeholder motivation, sharpening the Mtskheta tourism vision and regional tourism linkages and aiding decisions for tourism integration. If protected area and community development training was part of the management plan development process it could complement Georgian capacity building efforts.

7. Finding: Work on updating the 2012 Management Plan would benefit if it included a public use plan.

Currently there is a diverse mix of local recreational, church related visitation, domestic and international tourism, educational, scientific and civic activities taking place at the Site. Because of the wide range of multiple use areas at Mtskheta, work on updating the 2012 Management Plan would benefit from a complementary public use plan.

Public Use as has been addressed at other World Heritage Sites may be defined as touristic, educational, interpretive, recreational and investigative activities. Local cultural, spiritual activities or traditional land use may also be considered and integrated as an element of public use so as to avoid unnecessary conflict. Public use doesn’t include extractive activities for commerce or subsistence for example, commercial fishing, logging, or mining.

For Mtskheta, the notion of public use holds a number of advantages. Because it provides a framework for addressing the mix and interaction of the different user groups, it can generate clarity on why certain planning and management policies, actions, and regulations were made. This enables the development of regulations to maximise benefits and minimise impacts of different user groups, and to avoid user group conflicts or to meet the desired experiences of a user group for example, policies for tourists and visitors in Mtskheta for religious purposes.

Public Use Plans outline desired visitor experiences which could aid the Urban Master Plan Regional Strategy’s ongoing work. A public use plan usually begins with the development of interpretation themes that could help to link Mtskheta monuments and attractions to regional attractions, a stated need identified by ICOMOS and Georgian World Heritage officers. (See http://pupconsortium.net/programs/pup/manual)
8. Finding: An interpretation plan for the site and the region, would greatly benefit current Master Plan and Strategy Development and long-term tourism decision making.

Interpretation themes, and the messages that the Site wishes to promote to the public, are part of a visitor management decision making foundation. Decisions on the themes and messages guide planning and attraction prioritization. For example, if one of the Mtskheta interpretation themes is associated with its pre-Christian heritage, the Site’s Iron and Bronze Age archaeological sites would then be considered priority resources. This influences decisions on activities and experiences; using the example of the pre-Christian heritage theme, opportunities to learn about archeology would then have priority when providing visitor opportunities.

Interpretation messages can affect site financing and mitigation of impacts through the themes they represent and their use as communication and outreach tools to the community. For example, the river corridors are part of the Bank’s regional tourism efforts. If an interpretation theme related to Mtskheta river systems as historic transport/trading routes is identified by stakeholders and planners, it could link to environmental needs for instance, riverbank cleanup efforts. These cleanup efforts might be then selected as an appropriate project for volunteers and socially responsible businesses to support; the project could help mitigate impacts. For businesses it could provide an important promotional and marketing opportunity demonstrating their conservation and civic engagement, possibly adding to their profitability. Interpretation themes and the stories can relate to site goods and services associated with Mtskheta’s and the Region’s attractions. For example, products related to the regional wine or using interpretation stories to link with Iron or Bronze Age sites inside and outside the town.

9. Finding: The use of interpretation frameworks can enable an interpretation programme to be developed at reasonable cost in human and financial resources.

Proven interpretation frameworks, could enable Georgian professionals to begin to develop the interpretation programme now and probably at low cost. Using the interpretation frameworks, carried out in a step by step fashion, professionals, for example, ICOMOS Georgia, could begin to direct and facilitate the process; meetings of select stakeholders, aided by local experts in science and history.

Having this type of in-house capacity would be a great benefit for building regional management capacity valuable for other future tourism efforts. If experts were recruited, it would be beneficial if they would be used more as facilitators helping to mentor the processes, leaving Georgian’s to carry out the work. (See Appendix 2 for examples and information on theme and message development and interpretation frameworks.)
10. Finding: **Mtskheta would benefit from having a visitor planning and management unit.**

The 2012 Mtskheta Draft Management Plan recommended the creation of a sub-management unit composed of the Patriarchate, the local department of the National Agency for Cultural Heritage Preservation of Georgia (NACHPG) and the local municipality. This type of arrangement has been shown useful at other World Heritage sites and protected areas. For example, at Evora, in Portugal, which is the oldest inhabited town and known as a museum city, officials during the revision of their management plan added a public use plan and created a “core planning team”. The municipality, the regional tourism board, private and public companies, restaurant and hotel associations and various guides were included in the urban planning process. All the members were asked to actively engage in the planning process and made to sign a pledge to follow a participatory approach. One of the important elements in the Evora example was that the team had a public use coordinator trained on the job, learning as he helped develop the plan and coordinating actions between the different stakeholders. (Contact Nuno Domingos nuno.doming@gmail.com, if information on this model might be considered useful.)

In the case of Mtskheta, networks to discuss tourism issues already exist with the Church. The additional presence of Church leadership in this group, perhaps through a parish member to mediate between the needs of the clergy and the tourism office perhaps might be considered. An example of this sort of arrangement is carried out at the World Heritage site Churches in Chiloé, Chile.

11. Finding: **A fresh look at site attractions could help to prioritize existing attractions and explore the potential for others.**

Site interpretation messages are linked to attractions, those site resources that draw visitors and best illustrate site messages. Attractions are then linked to activities and experiences. As interpretation themes and messages are developed it would be useful to review and determine those Mtskheta and regional attractions that will be given priority. For example, if a heritage theme is the influence of Roman and Greek culture in the town and region, then those related archaeological sites may receive more financing for infrastructure development than other attractions.

Through this analysis a simple Directory of Touristic Attractions could be developed. The Directory would be useful for planning as well as determining market demand, facilitating examination and demand ranking of the attractions by Georgian tourism market experts. If the Directory was developed with the wider Mtskheta/Mtianeti Region, selected tour operators could also examine the location and connectivity of an expanded portfolio of intangible and tangible heritage assets and their related activities. This exercise would be important in helping to define those attractions having the potential to meet not only economic but socio-cultural and environmental goals and objectives.
12. Finding: A regional heritage mapping effort could help to prioritize attractions and promote their associated goods and services.

On generating investment, heritage funders suggest the advantages of a strategy spelling out how different sites or heritage assets can complement each other. For example, creating shared heritage stories, with linked activities and joint regional promotion; luring visitors across the landscape increasing visitor interest and stay, and creating greater market potential.

If the Bank and supporting organizations and businesses are interested in this type of heritage-led socio-economic development one activity that has proven merit for its implementation has been identifying, prioritizing, and mapping, heritage assets and their related goods and services; for example, regional cultural heritage tourism–related attractions and their related goods and services.

Successful examples of this approach have been carried out at several World Heritage sites through the National Geographic Map Guide initiatives. Practically, the National Geographic Map Guide initiatives form stewardship councils using existing tourism associations. Through surveys and discussion community-based heritage attractions of greatest importance are identified and prioritized. Both the heritage assets and their associated goods and services are described on the Map Guide. While the map approach can be undertaken without National Geographic co-branding, the co-branding seems to add value; it has been successful at World Heritage sites and destinations such as the Douro Valley of Portugal and several areas in the US, Canada, Mexico and South America.

One of the advantages for businesses is the marketing prospect for being associated with a particular attraction identified and described on the map. One could imagine this it could also be used to help generate funds. An objective of the Map Guide could be to have a small percentage of the profits from those businesses, associated with the heritage assets on the map, going back into a tourism fund. In exchange, these contributing businesses could be promoted within any regional promotional outlets.

The National Geographic website: http://www.natgeomaps.com/geotourism
Examples of Interactive Destination Guides:
http://www.sierranevadageotourism.org
http://www.visitredwoodcoast.com
http://www.yellowstonegeotourism.org
http://www.crownofthecontinent.net
http://www.thecentralcascades.com
http://www.tennesseerivervalleygeotourism.org

http://www.lakestolocks.org
http://www.fourcornersgeotourism.com
http://www.nlgeotourism.com
http://www.discoverdourovalley.com
http://www.balkansgeotourism.travel
http://www.usgulfcoaststatesgeotourism.com
Finding: Mtskheta, and the Region, would benefit from describing visitor opportunities and experiences in the public use plan and through the Recreation Opportunity Spectrum (ROS) framework.

There are a number of visitor opportunities and experiences at Mtskheta and others planned for the future. Opportunities and experiences offered by a destination need to match sense of place, cultural and social fabric. They also need to have the potential to be effectively managed. Defining and describing visitor opportunities and desired experiences so that these can be monitored and maintained helps answer questions such as what types of cultural activities or sports are preferred over others. Where these would take place needs to be determined to avoid conflict.

For example, at Mtskheta authorities have organized mass-events, including the Georgia Wine Festival, Georgia Open Air Balloon Competition, and the Georgian Fruit Festival. A question might be asked how events are sanctioned, which events better fit a desired Mtskheta visitor image, and are they opportunities appropriate for Mtskheta?

Other related questions might include, what are desired cultural performances, are rock concerts included? Is authentic Georgian food favoured over a fast food restaurant? Are motor boats to be promoted as a river opportunity and what kind? And what are the desired experiences associated with the opportunities? Meditative and reflective experiences, contact with the locals enabling an immersion in the authentic atmosphere of the site, experiencing local products? What are the desired limits of infrastructure development, architectural design?

The Recreation Opportunity Spectrum (ROS) it helps address these questions, identifying and defining opportunities and visitor experiences. To do this, it uses different categories of opportunity classes based on a place’s physical setting. For example, in one setting, such as the surroundings of Jvari Monastery, it may be appropriate to see fewer people, and permit little infrastructure, in another setting more people and more infrastructure may be expected and permitted.

With ROS, descriptions of these settings are discussed, agreed upon and written down enabling the creation of a baseline of desired conditions. This sets the stage for activity regulations, for example, on noise levels, motor use, and infrastructure design guidelines. Types of management methods are also described. For example, a decision might be made as to manage with soft management methods such as using codes of conduct and signage to inform visitors of desired behaviours. Decisions on the desired visitor social setting, might describe desired visitor behaviours, equipment, and other materials. ROS is also useful for Environmental and Heritage Impact Assessments where appropriate infrastructure is a key component.

In the case of Mtskheta, the complementary process of Authenticity ROS, (AROS) can provide an additional tool. AROS focuses on the perception of authenticity so as to influence visitor experiences. The assumption is that the more visitors believe in the authenticity of the site, the
greater the connection made with the site and the more the visitor will remember and recommend it to others. To do this, AROS takes into account possible distractors to the authentic visitor experience and anticipates and minimizes the distractors, for example, exaggerated shopping facilities. AROS engages management in these types of decision making issues beneficial for many cultural properties.

At Fort Jesus World Heritage Site in Mombasa Kenya, AROS was used to help management analyse and identify different locations of the Fort that offered different experience opportunities, for example, the sense of mystery of the dark entrance way or a vantage from the high walls evoking a feeling of a soldier waiting for battle. With this process managers were also able to eliminate distractors from the desired experience including inauthentic construction materials. At the Lumbini, the Birthplace of Buddha World Heritage Site, in Nepal, power lines were identified as a distractor impacting the authenticity of the sacred place and are detrimental to the visitor experience. (See Appendix 3 for additional information on ROS and Authenticity ROS and an example for the Jvari Monastery)

14. Finding: A simplified Limits of Acceptable Change (LAC) system with user friendly indicators could help evaluate differences between current and desired conditions.

Judging if existing conditions vary from desired conditions and experiences needs the development of standards for desired conditions, all part of the proven LAC process. At Mtskheta a simplified LAC process may be adapted to generate standards for a few simple indicators so as to begin tracking trends and changes in desired conditions. For example, Indicators might include the level of noise at the Jvari Monastery from visitors, or inappropriate visitor behaviour, or litter, or the number of unauthorized vendors.

Taking a monitoring indicator such as litter, a standard for the indicator could be to ensure that no litter is found at the entrance to the Monastery. If litter was found, immediate removal would be necessary to comply with the set standard. Management actions, such as an anti-littering campaign would need to be taken to ensure visitor compliance with ongoing monitoring to determine if the management actions were working.

Two or three of these sorts of simple indicators might be developed to launch a monitoring programme; additional more complicated impacts such as visitor crowding might be explored once a simple process is institutionalized. Collecting the monitoring information, always difficult with limited personnel, might be aided by recruiting guides to assist with the activity through a user-friendly reporting survey or a monitoring photograph taken periodically at a selected area.
Finding: Students on the study project identified several options for increasing visitor stay and bolstering Mtskheta culture and social interactions.

The majority of Mtskheta tourism is a three to four hour tour from Tbilisi, including the commute and a tour generally includes a visit to religious sites and perhaps a meal in a local restaurant. Study project students reported several potential opportunities for visitors that if linked to desired interpretation themes, might be considered during the planning process.

Students believed that Georgian cuisine and the promotion of cooking classes may hold promise for extending visitor time in Mtskheta. A successful example cited is the Chamber of Wine restaurant. The restaurant markets itself as a cultural experience, selling fine Georgian wines and serving traditional Georgian cuisine. It offers visitors wine tasting classes and courses for making traditional bread in Georgian bread ovens.

A programme for attracting Georgian and international student volunteers in efforts to improve the Samtavro cemetery and Armaztsikhe-Bagineti archaeological sites may have potential. Volunteers may help to improve infrastructure, interpretation and help monitor site conditions. Currently, these two major archaeological sites are not promoted for visitation and in need of extensive infrastructure and interpretation improvements. Both sites have enormous significance for the whole Caucasus region. Three thousand year old Samtavro cemetery is considered to be the largest burial ground in the Caucasus. Armaztsikhe-Bagineti has great historical importance for the constitution of the Georgian nation.

While there is no established Georgian heritage volunteer system, there is a tradition of employing students at archaeological and architectural sites. Through the National Agency, international expeditions have been established at Noqalaqevi, involving British and Georgian students working under the supervision of professional archaeologists.

Other restoration activities such as work in the religious properties might also be considered. There is active cooperation with the Restoration Faculty of the State Academy of Fine Arts. With the involvement of students and graduates, faculty restore wall paintings and perform stone conservation. The stone conservation of Jvari Monastery is an example of this co-operation, of international experts and Georgian students and young professionals.

Useful volunteer reference examples include the Zvartnots Cathedral archaeological site and the churches of Ejmiatsin in nearby Armenia. There, volunteers maintain and clean the site, write brochures and pamphlets in multiple languages to improve the site awareness. At Samarkand-Crossroad of Cultures World Heritage Site in Samarkand, in Tashkent, Uzbekistan, volunteers collect state of conservation baseline data on traditional homes to evaluate buffer zone effectiveness. This sort of data gathering method could be reproduced in Mtskheta to acquire information on the residents’ quality of life and as an awareness raising tool. Mtskheta may benefit from UNESCO volunteer projects or the European Voluntary Service or US Peace Corps.
Students also suggested an Mtskhetan folklore cultural centre, perhaps at the new museum, enabling a women’s craft enterprise and generating tourism interest. The village of Vardisubani in Telavi region of Georgia could provide a useful example of this type of community organization. Its enterprise is involved in production of wool quilts; it has obtained several grants and secured regular private sector contracts.


A British study of sites in Europe and North America, found that World Heritage status is largely underutilized for economic development purposes. It also found that using it proactively can yield positive economic benefits. In the Mtskheta region, products are marketed only as Georgian. Mtskheta and the Region have not yet developed an Mtskheta-related brand; there is currently no associated logo. While guidelines allow the UNESCO, World Heritage logo to be used by national, regional and local authorities, it cannot be used on products or services, however, a new associated brand and logo, reflecting the heritage value of the site and the region may be permitted.

For the Mtskheta Region benefits of having an associated logo may include, differentiating regional goods and services from national and products, quality control if permission is needed for brand usage, and visitor payback schemes for generating funds for unmet conservation costs.

Several sites and regions successfully benefited from World Heritage status and an associated logo. Edinburgh reported significant tourism benefits generated by World Heritage status including, value gained for marketing a quality brand and reinforcing the image of uniqueness with a distinct sense of place leading to increases in attracting higher spending cultural visitors. For generating public support and unity the city celebrates a World Heritage Day, attracting media attention and acknowledging the residents’ contribution, considering them as “World Heritage Champions” who are preserving their site. In 2008, Edinburgh’s management team, published leaflets for residents explaining Site significance and the ways people could maintain their properties to respect the Site’s OUV.
Bamberg City in Germany uses World Heritage in its promotional materials to detail why Bamberg is a high quality city destination having a clear sense of identity and cultural heritage and worth visiting. The town’s tourism department created their own logo which uses the slogan “Fascination World Heritage”. Tours are offered with the same name. Tours are organized in cooperation with the help of a foundation for monument preservation (Stiftung Weltkulturerbe Stadt Bamberg) which aids fundraising for the preservation of murals in Bamberg’s Church of Saint Michael. The town also organizes a “World Heritage Day” and a “World Heritage Run”.

The City of Lunenburg, in Canada, a city whose identity is based on marine heritage, used World Heritage designation to stimulate new business activity, particularly small tourism businesses such as bed and breakfast enterprises. A study of that city reported that the World Heritage brand has successfully attracted newcomers moving to the area for business opportunities. To help businesses, the Jurassic Coast developed courses for the businesses reporting the World Heritage Status and its possible use.

The Upper Middle Rhine Valley has a regional promotion effort using a World Heritage associated logo for a cultural route composed of castles, vineyards, restaurants, and other tourist businesses. This World Heritage associated logo has been used to promote Middle Rhine Wine and Cherries. Wachau Cultural Landscape in Austria uses the apricot as a regional emblem. The use of the apricot emblem on a variety of cakes, marmalades and brandies has led the fruit being associated with this site.

In a related effort, the Wadden Sea World Heritage Logo has helped to unify the site, which is not only connected to a singular cultural and national importance, but rather a regional, natural importance. The Wadden Sea World Heritage Site is a transnational natural site stretching along the coasts of Germany, the Netherlands, and Denmark.
17. Finding: *World Heritage status can contribute to less direct, but complementary outputs, such as raising awareness to generate civic pride.*

Cultural or natural heritage having global importance appears to help generate increased local awareness and interest in the resource all helping to build a local pride. This enthusiasm and pride is thought to contribute to a positive social climate and environment, attractive for tourism, investment and for business development.

Social marketing or pride building campaigns using a unique site symbol or figure have proven useful for building these public connections at a number of World Heritage sites and protected area. Campaigns use a unique site symbol or figure to awaken interest and awareness. Workshops, TV, radio spots, billboards and posters all using the symbol communicate the site’s importance to the public.

The pride building campaign carried out for the Middle-Rhine Valley World Heritage Site in Germany is one example. Appealing to both tourists and local residents, the Site created a visually attractive figure; in this case a lizard, typically found in the area, named Uwe. Uwe is drawn with a map of the site on its back and is used in brochures, newsletters, posters and information boards, communicating trivia about the site, warnings and behavioral requirements, and so on. The figure is used in the site’s short videos, booklets and other media.
The U.S. based NGO Rare, focuses its pride building campaigns on biodiversity. Rare pride campaigns use an animal or bird, many times an endangered species, drawing attention to site protection and conservation efforts. Rare campaigns are sophisticated using various tools to gain consensus on the pride building symbol and to track changes in visitor attitudes and the techniques could be useful for Mtskheta. In addition to workshops, TV, radio spots, billboards and posters. The campaigns use puppet shows, costumes and church and school events to communicate with local people about the importance of respecting a protected area. Working with UNESCO, World heritage Centre, Rare implemented these campaigns at the Komodo, Sian Kahn, Tikal, and Rio Platano Sites.

A useful example of determining attitudes and what’s needed for changing them is found in the study “Heritage, Pride and Place”, carried out by the Liverpool Maritime City World Heritage Site. The study was commissioned after the site was inscribed on the List in Danger and outlines how an analysis was carried out to determine the root causes of existing public attitudes toward the Site and what might be done to change those attitudes.

In addition, Georgia has existing materials that will aid awareness/pride building campaigns. ICOMOS Georgia has been involved with local community and local schools in Mtskheta introducing the ICCROM Manual for School teachers on cultural heritage. The World Heritage office reported a high probability that the National Agency would support follow-up awareness raising work with schools and the community if any of the NGOs or local social associations may facilitate the process.

The UNESCO World Heritage Education Programme makes available “World Heritage in Young Hands Kit”. A 2001 Georgian version exists but is not available online; it can be ordered from the World Heritage Center. Twelve animated short films about the mascot of the World Heritage Education Programme “Patrimonito” are available online, some in Georgian.

Study project students proposed the example of a Photovoice project in Akko, Israel as an example of a creative technology that might be incorporated into a community pride/awareness raising programme. The methodology recruits local people to photograph their community according to a specific theme and/or set of questions. For example, questions include, “I have special memories of this place,” “I would change something about this place,” “I think tourists are interested in this place,” and “If a friend came to visit me in Akko, I would want to show them this place”? Those involved discuss the reasons behind their choice of what and where they photographed. They shared their photos among themselves and a discussion was created.

A similar process could be carried out in Mtskheta enabling people to gain a deeper appreciation for their home city. Photos could be shared with tourists to gain different perspectives on the
town, contributing to a greater understanding of the heritage importance of the city and its structures. A display could be created in the tourist information center. Photos might be used in brochures, pamphlets or other material and media to be distributed to tourists. Information gathered through a methodology like this might help determine interpretation themes and show what has or has not changed in the Town aiding community leaders and involved institutions. (See Appendix 5 for additional information)

18. FINDING: The role of the Church is a probable key to the development of pedestrian routes along the River; this in turn may be important to environmental consciousness and improved water quality efforts.

“The best way to visit a place is not always the easiest” was a quote made by the Archbishop of Georgia during the Study Project field visit. This was said in reference to the desirability of walking from Mtskheta, crossing the river, and climbing the hill to the Jvari Monastery. It indicated that efforts to improve foot access to monuments along the Riverbank, such as the Antiokia Church, may have church support. This may also positively impact water quality and support for the Bank’s Mtkvari canyon corridor initiative.

The World Bank is considering the Mtkvari canyon corridor down to Mtskheta as a potential tourism route for river recreation and sightseeing tours linked to archaeological and church sites. Investment in river tourism and recreation infrastructure may be considered as part of this plan. The Mtkvari suffers from sewage and garbage from Mtskheta riverbank homes; plastic, paper, and metal cans are common riverbank waste. Church support for improved river walkways could influence community support for river clean-up efforts and in the long term may improve waterfront tourism. Currently there is only a small rafting company and a canoeing school. Basic environmental efforts such as this might spawn interest in renewable energy initiatives and green technologies which improve the well-being of residents help attract a growing market of environmentally concerned tourists.

19. Finding: A priority peace and security dimension need seems to be finding mediums in which conflicts in values connected to visitation can be resolved. Many issues can be mitigated by voluntary practices and regulations communicated in an effective manner.

At Mtskheta, the use of the site by religious and non-religious users is probably the potential source of greatest conflict. With increases in tourism, apparently now being planned and promoted by the town authorities, this may be a source of increasing conflict in the future. Roughly half of the site’s visitors come for religious purposes.

Samtavro Monastery and Svetitskhoveli Cathedral staff report non-religious users are often not aware of the religious significance of the site, “making noise during mass”, “treating the site as a
museum”, “not following the dress code”, “sitting in the patriarch’s chair”, and “not being interested in the culture”.

Low-cost options may help mitigate many visitor impacts. For example, codes and conduct for dress, accepted behaviour, where taking photos is appropriate, all can be noted in tourist brochures, on websites, and related to visitors by Information Centre staff. Tour guides can easily be recruited to explain restrictions and behaviours; a priest noted that more could be done with Tbilisi tour operators.

Improved signage, placement and messages could aid efforts. The importance of the sign could be evaluated along with the need for the text to be in certain languages. The positioning of signs might be reviewed. Signage might be reviewed regarding what areas of the site are considered sensitive and off-limits.

Information may be presented in a way that evokes emotions and provides the sense of what is right or what is expected is more effective. The words you, my, or your, help to personalise the message. More personal messages may be considered. Warnings and instruction messages may be reviewed to determine if it might be useful to present them in both a visual and written format.

[Image of a dress code sign]

Dress code sign, at Mtskheta - more would be useful!

20. Finding: Targeted knowledge of Mtskheta’s different user groups could increase effective message transmission.

Messages are usually linked to attractions and attractions to various user groups interested in different activities. Options for transmission of messages to different user groups come from enhanced understanding their needs. To do this Mtskheta would be well-served to create opportunities for gathering information to explore and describe visitors in greater detail, their numbers and needs, aiding message transmission related to the Site’s and regulations. Promotional materials could also be designed for different visitor groups, for example, those interested in religion or in archaeology.
Related to this, a system to track visitor preferences and satisfaction would be useful. To start the process, a compendium of informal visitor and tourist feedback may be used to aid reflection on what might be included in visitor preference surveys. Information might be accessed from local service providers as well as selected and sympathetic international tour operators. This then can be used in crafting survey instrument questions. TripAdvisor and VirtualTourist may also aid in tracking how people view the Site.

Web-based surveys could provide a low-cost method for data collection. Surveys can be conducted via e-mail, social networks or a Mtskheta website if and when this is implemented, providing an opportunity for low-cost and quick distribution. For instance, survey distribution can be conducted by only one person and web-based surveys are easily imported into data-analysis programs and can display response data immediately with survey completion.

Web-based survey software is also available which can ease survey formatting, although it can require payments for services to process information. Examples of popular survey platforms include: Survey Monkey, Mail Chimp, Zoho.Com and Survey Gizmo. A free option, is OnlineFreeSurveys.Com.

Left: E-mailing organization platform “MailChimp”. Right: Survey service “Survey Gizmo

In general, more reflection on data collection as part of the strategy development effort would be beneficial, including decisions on what data is needed and why, and how it is to be collected.

21. Finding: The Mtskheta information center could improve communication to the visiting public.

Located in front of Svetitskhoveli Cathedral, the information center is the starting point for the majority of Mtskheta visitors. Study project students found the Russian and English speaking staff helpful but with varying degrees of site knowledge. Except one who is an Mtskheta resident, information Center staff members are from Tbilisi; a suggestion was that staff would benefit from regular visits to the attractions they recommend.

Students also recommended an external tourist information board to inform tourists when the center is closed. The board could include maps, emergency service information, and other key
tourist information, as well as a form of weather-proof bulletin. They reported that young visitors use the internet to get tourist information and an e-kiosk could be an option particularly for those who might not speak Georgian, English or Russian. Internet kiosks in London provide an example. They are connected to lastminute.com, an online travel agency, providing booking services for accommodation, transportation, as well as information on attractions in England.

Students found information brochures are limited to one leaflet on Svetishkhoveli Cathedral and a map of Mtskheta with short descriptions of key heritage sites and brief information about history. The two important archaeological sites are not included. The map of Mtskheta might include key attractions, restaurants, and accommodation. Saint Mark’s Basilica and Basilica Santa Maria Gloriosa in Venice, could provide a useful example, they convey religious significance in leaflets, audio tours and other didactic materials.

The tourist information map of Augusburg may provide another useful example for consideration. It is easily read with a clear design, listing tourist attractions and restaurants on one side, linked to the signage on the map. Under the city’s main interpretative theme of “Following the Footsteps of the Fuggers”, the map indicates the tour route following the historical trace of the Fugger family, which leads visitors to the fifteen heritage sites with all of which have sign-boards.

**Finding:** Mtskheta has limited online site information and would benefit from a multi-faceted website; a World Heritage, Mtskheta and a Mtskheta-Mtianeti Regional combined effort would be useful.

Mtskheta is to be a cultural hub in the Mtskheta-Mtianeti regional strategy. A Bank priority is to boost cultural routes around the town linking archaeological sites and architecture monuments, Mtskheta’s river systems make up part of these cultural routes. Other regional attraction themes are related to mountain, urban, nature and adventure. There is the potential for Bank financing for development of an official Mtskheta integrated website for marketing/promotion efforts.

A useful combined web initiative could include information aiding many constituencies. For
example, information to aid visitor management, could be presented, such as the agreed upon codes of conduct, upcoming events particularly religious events where tourism may need to be informed. A fundraising platform could be part of the web site. For example, each Tuesday the church organizes charitable donations for community members, especially children, information on church initiatives could generate more tourist involvement in visitor payback donation schemes.

Useful references for Mtskheta constituencies include, the Basilica Santa Maria Gloriosa in Venice for its calendar of events. It promotes opportunities to participate in holy masses and celebrations with the Patriarch, which information could be found in a special liturgical calendar. The Basilica offers different guided tours, and promotes them on their website. The St. Paul’s Cathedral in the UK has a Twitter account where visitors find additional information about daily activities.

23. Finding: Considering a visitor payback scheme options may serve long-term financing needs and aid inclusive economic and social goals and objectives.

Tourism can be used to meet unmet conservation costs. Fee and concession policies for public attractions, in and around Mtskheta, for example, a future museum and the archaeological sites may be considered within the Bank’s tourism strategy efforts. Fundraising instruments such as various visitor payback schemes may aid inclusive economic and social goals and objectives.

Visitor Payback Schemes generally concentrate on voluntary donations enabling stakeholders to help the site. They include:

- **Donation boxes** - The easiest way to collect donations requiring limited financial and human resources, donation boxes could be situated at the visitor centre. Local cafes, restaurants or shops may also wish to use donation boxes option for participating in visitor payback schemes. The collection boxes in Svetitshoveli Cathedral are labeled, but provide no further information to what money will be used for.

- **Opt in/Opt out donations** - Suitable for local business providers, an optional donation can be suggested during the booking or bill payment processes. According to research this type of visitor payback scheme has the highest rate of positive response and can generate considerable sums. An effective promotion framework and ongoing interaction with the local companies aids in businesses acceptance of this scheme.

- **Sponsored products** - Retailers, cafes, restaurants and other local businesses can choose products, and collect donations from the sales of these products, for example, a cup of tea, glass of beer in the Mtskheta brewery? Merchandising items, created directly for visitor payback scheme such as pins, post cards, or a phone app for visitors on heritage attractions might be other product items.
A VPS initiative may provide an incentive to create a volunteer site-based organization or trust fund aiding socio-cultural goals. An example is the Edinburgh World Heritage Trust Fund. Created in 1999, the Trust’s goal is to protect and promote the site’s World Heritage Status by uniting stakeholders, raising awareness, and funds for site protection and management. The Trust runs various fundraising campaigns and receives grants from the government.

VPS can raise public awareness about conservation or restoration issues and through projects to address them, creating a feeling of site connection aiding desired visitor behaviour.

VPS schemes are not without their challenges. Management needs to provide visitors information about site needs and problems explaining how their donation can help. Start-up costs, for merchandising schemes, where visitors voluntarily purchase a site-related product, can be high.

For local businesses, site managers also need to provide information about the programme, carrying out information meetings and perhaps trainings; there can be perceptions that VPS will increase prices of goods and services generating resistance for local businesses participation. Research has identified higher end cultural tourists may be more ready to contribute to visitor payback schemes and site management may have to take time to target potential high end visitors with specific information.

Including VPS with the Region’s website could be an option. The current Mtskheta website has no financing capacity, for example, no donation buttons or information on the ways to contribute to conservation and site maintenance. The only time the word “donation” is mentioned is in relation to “the donation for Mtskheta Municipality Fire Department”.

If this is considered web site information may need expansion to facilitate different payment alternatives to make the donation process more appealing, for example, online and telephone transfers and on the spot transactions. The web site may have to be customized adding buttons for donations and volunteer work; (contrasting button colours is suggested by social media experts). VPS websites should contain information regarding why, how to donate, where are the donations going, and who are the main sponsors and further non-financial ways to help or get involved.

24. Finding: The Bank may wish to consider, providing Mtskheta and regional authorities with resources for a visitor management training package and for local entrepreneur capacity building.

A recent memorandum of understanding with ICCROM considers establishment of a cultural heritage training platform in Georgia in the next three years. One of the possible locations could be Mtskheta bringing new life to the city and beneficial for the restoration, conservation of Mtskheta monuments and sites.
This idea would well-serve the site, the community, and Georgia. ICOMOS Georgia reports a need for capacity building such as for community facilitators and/or mediators that could potentially be used to help facilitate tourism planning and management issues, and community development initiatives. Training in interpretation, management and public use planning continue to be needed.

A Bank consultant mentioned Regional efforts would consider investing in training locals for diversifying tourism products and services. Ninety percent of Mtskheta accommodations are family owned. While a course for local guesthouse owners on [booking.com](http://booking.com) has been provided, not by the Bank, additional follow-up training on service delivery and marketing would be useful. The improvement of organization and training of local guides in Mtskheta is an identified need.

**25. Finding: The Bank would be well-served having an in depth familiarity with the carrying capacity issue.**

The need for a carrying capacity study of Jvari Monastery is mentioned in the Bank’s literature. The carrying capacity concept and its limitations need in-depth understanding by the Bank so as to be able to respond on World Heritage and conservation issues.

Even though sustainable heritage tourism is many times framed within the notion that there is a technical carrying capacity number, due to a number of important factors the carrying capacity concept is not sufficiently robust in addressing complicated, contentious and fast changing situations. Below are the realities that make the carrying capacity concept less than practical:

- Communities are not uniform, classic models of defining tourism’s impacts on communities social structure do not accurately depict many situations, some communities are more resilient and resistant to tourism pressures than others, some members may support tourism others find it offensive.

- Socially different visitor groups have different tolerances for crowing, noise and other factors. Many may not be bothered with a more developed approach to heritage.

- At some protected areas managers can take actions to accommodate more visitors without damage to the resource, e.g. construct walkways or provide guidelines for appropriate visitor behaviour. (This of course changes the experience)

  - The relationship between visitor numbers and many environmental impacts are curvilinear. A little use can result in disproportionately high impacts. Conversely, for areas already experiencing higher levels of visitor use, increases in use may have little additional impact. Because of this curvilinear relationship, with some impacts, it may be able to increase visitor numbers without much damage; again this changes the visitor experience.
Management policy based on technical carrying capacity also holds significant distributional consequences. If the number of visitors wanting to enter an area exceeds the designated carrying capacity number, the question arises as how do managers determine who gets to enter? Management techniques for controlling numbers, (rationing systems) queuing, lotteries, reservations, pricing scales and merit, systems all discriminate against a particular type of visitor for example, those who cannot wait for a queue or pay for a ticket. This makes the solution one of sorting out and agreeing on values and management objectives, not on any technical formula.

Realistic solutions involve not pursing at first a number but implementing a participatory process that decides the values wishing to be expressed or preserved and the kind of an experience wishing to be provided to the visitor. This is based on legislation, overall goals, for example, cultural goals, visitor preferences, community needs and values, in the case of World Heritage, maintaining the Outstanding Universal Value of the property. Measurable standards have to set and monitored; if standards are surpassed then they need to be corrected.

This is not to say that numbers cannot or should not be generated to control volume and a policy formed to give limits to development; the key is how they are derived. The process of making the decision using frameworks such as ROS and LAC is more important than deciding on a number by a formula.
IV. Recommendations:

1. Consider strategic decision making within the wider framework of tourism purpose.

2. If not already started, begin development of a new management plan, addressing the full range of public use; create a core planning team within this initiative.

3. As a first step in the public use process, develop interpretation themes and messages; use existing frameworks and the network of stakeholders to facilitate the generation of these important guides to priority setting and planning.

4. Explore the uses of World Heritage status.

5. Based on the Site’s developing interpretation themes, take a fresh look at Mtskheta’s attractions; prioritize existing attractions and explore the potential for others. Create a simple Directory of Touristic Attractions that can be used to facilitate Site planning as well as future regional tourism and recreation planning efforts. Carry out a mapping exercise of heritage assets and related goods and services that reflect nature, culture and sustainability.

6. Describe visitor opportunities and experiences using ROS and AROS, and create standards, indicators and any needed regulations. If necessary, establish visitor limits for certain activities based on the outcomes of these efforts. Advocate using proven frameworks such as these, correcting recommendations and proposals for a carrying capacity and alternatively suggest ROS and LAC.

7. Mitigate priority visitor impacts with low-cost options, progressively determining their effectiveness. Strategically improve the Site’s signage and communications to key visitor groups.

8. Investigate options for a series of Visitor Payback Schemes (VPS) both to support conservation and social goals and objectives.

9. Review the Site website and determine how it might be formatted for enhanced communication, site financing, and awareness raising.

10. Launch a capacity building programme for the Site and Region.
V. Selected and Hopefully Useful References – A complete list available on request


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VI. Appendices:

Appendix 1.

The Utility of World Heritage Status

1. Far fewer sites have intentionally used World Heritage status for calculated and strategic socio-economic goals and objectives.

Proactively and strategically using World Heritage status for a specific purpose(s) differs from experiencing its effects. With strategic purpose, sites may be able to creatively enlist World Heritage status to enhance or catalyse a number of opportunities, generating benefits for the site and associated local communities and destination.

2. Utility in image and profile building

With the wider recognition of World Heritage and increasing competition and desire among destinations to reposition themselves in tourism markets, World Heritage has been used as an element in enhancing site and destination image and profile.

The French city of Bordeaux has purposely and actively used the World Heritage brand in a wide variety of its promotional outlets. This is not for direct tourism purposes but to enhance an image of the city as a vibrate place offering a good quality of life and an attractive city for investment.

In Spain, signboards indicating that one is approaching a World Heritage site are frequently presented. The city of Tarragona has actively displayed the World Heritage logo to make residents and visitors aware of its status, enhancing its importance.

Tourism marketing campaigns in the town of Bamberg, Germany have focused on its destination as a World Heritage site. Bamberg officials believe that use of the World Heritage designation has increased tourism numbers and has been an important factor in enhancing the city’s overall quality of life.

Hungary and South Africa have specific promotion for their World Heritage sites.

The Galapagos National Park Service visitor’s pack includes information about World Heritage status.

To raise awareness of the local businesses and in collaboration with the areas tourism promotion body, the Dorset and East Devon Coast World Heritage site administration ran ‘Jurassic Host’ courses with a segment, on World Heritage. Site administrators reported the sites status as a World Heritage, increased awareness of the area internationally, regionally, nationally and locally.
The City of Lunenburg, in Canada, used the World Heritage designation to stimulate new business activity in the community, particularly small tourism businesses such as bed and breakfast establishments. A study of that city reported that the World Heritage brand has successfully attracted newcomers moving to the area for business opportunities or for residences.

3. Utility in raising awareness and pride
The Tubbataha Reef National Marine Park management used World Heritage status for raising conservation awareness. Posters, videos, leaflets and radio commercials and school educational programmes were used to communicate information to the public about the site’s Outstanding Universal Value. An event celebrating the ten year anniversary of World Heritage inscription was organized for raising public awareness. Management reported these actions generated positive conservation outcomes. For example, local leaders, usually reluctant to protection efforts, endorsed the expansion of the park within their municipality. With the arrival of foreign fisherman, national and local residents protested illegal fishing activities on the reef, and World Heritage status was then used to show the area’s significance helping justify a Tubbataha Protected Area Bill in the Philippine Congress.

Tongariro National Park in New Zealand uses the Outstanding Universal Value of the site as a key message for visitors. It is communicated to the public through site signage, publications and interpretation at visitor centres, including audio visual displays and media releases. These messages have increased awareness and support among the indigenous Maori owners of the site. The Park’s website includes tourist information and publications on the World Heritage status and is used to stress the need to responsibly protect the site.

Tongariro National Park managers used World Heritage status to build its international image. To show its international importance it used its dual mixed World Heritage status to generate support for a promotional event attended by the Governor General and Prime Minister of New Zealand, the Director of the World Heritage Centre and national NGOs. The Park also hosted a South Pacific World Heritage Site Managers Workshop and established an exchange programme with Mt. Fuji site in Japan.

The Everglades National Park in the United States used World Heritage for enhancing its importance in discussions with partner conservation organizations active in South Florida. World Heritage is also used to strengthen the Park’s image to visitors, and is mentioned in the Park’s interpretive programs and park brochures.

The city of Vigan in the Philippines holds a yearly World Heritage day used to build civic pride and strengthen local support for on-going conservation efforts.

Ujung Kulon National Park in Indonesia uses World Heritage to communicate the Park’s important value. It does this by explaining the property’s World Heritage status to residents,
visitors and the public through leaflets, booklets, pictures, posters at the information centre, and through the extension activities for elementary schools.

4. Utility in leveraging funding opportunities
For the purpose of seeking funds for conservation research projects and education publications, the Dorset and east Devon coast site in the United Kingdom created a World Heritage Coast Trust. This resulted in a contribution to the trust of £20,000 (US $36,000) from British Petroleum funded the publication of the official site guide book. The contribution was contingent on the financial benefits from the sale of publications being passed back to the Trust; the guide book returned £1 to the site’s trust fund for each sale.

World Heritage status was used to justify higher fees from the visiting divers at Tubbataha Reef’s.

The Sian Ka’an, site in Mexico also used the importance of World Heritage status to help justify increases in site entrance fees.

Galapagos World Heritage site managers use World Heritage status to increase donor enthusiasm. World Heritage is mentioned in most funding applications.

Ujung Kulon National Park and their WWF colleagues also mention World Heritage in funding proposals to increase donor enthusiasm.

For a number of years the U.S. Everglades National Park utilized its World Heritage endangered site status to help justify additional congressional funding.

At the Cahokia Mounds World Heritage site, also in the U.S., the status became an argument to convince state politicians that the site needed a better visitor centre. The new centre opened in 1989 and the number of visitors increased from less than 100,000 to more than 400,000 visitors in the following years.

The creation of national World Heritage cooperation networks has aided financing opportunities. The United Kingdom’s Local Authorities World Heritage Sites Forum, was formed to share experiences and generate dialogue between sites and government on financial support to help to management.

In the Netherlands, the World Heritage Platform, created in 2002, led to greater local cooperation for the Dutch World Heritage sites. More than one million Euros have been made available for Dutch World Heritage sites for the period 2001-2004; about a third of the money for producing management plans.

5. Utility in site management.
The Dorset and East Devon Coast site argued that to present a World Class site, it needed a high quality transport service. World Heritage was used to catalyse an effort to develop an area
management transport plan for attracting £650,000 (over US $1,000,000), for a branded site bus service.

World Heritage status was used in arguments for a new city plan for renovation in Morelia Mexico. The local municipality and the State of Michoacán financed the plan’s implementation leading to extensive urban renovation, and transforming the appearance of Morelia.

In Tarragona, the municipality is concerned with excavating the remains of Roman buildings. World Heritage status was used to help the city justify appropriation and recovery of areas that are part of this Roman heritage.

At Tubbataha Reefs, World Heritage was used to build management capacity. Financing from the World Heritage Centre were used to leverage other funds for training exchanges with the management of partner Marine Protected Areas.

World Heritage has been used as a point of leverage to influence development decisions and legislation effecting protected areas. Tongariro has used World Heritage status to argue against extending ski field boundaries and accommodation, construction thought not appropriate for the site. The managers of Tongariro also ensure that site planning takes into account the World Heritage status.

Promoting and announcing that the site is “under the watch” of the global community, is thought to increase technical analysis and consultation in decision making at Wadi Rum, in Jordan; it was one motivating factor for site nomination.

Sian Ka’an used the importance of being a World Heritage site to lobby governmental ministers to implement building density restrictions for the Coastal Development Plan for private properties. Partly as a result of this lobbying the development regulations for Sian Ka’an are far stricter than for other areas outside the Reserve.

Also at Sian Ka’an, World Heritage status was used in arguments to help block ecologically detrimental projects. A new road through the centre of the Reserve was stopped. When planning was proposed for a marina, close to the site, the managers and their NGO supporters used World Heritage status in arguments for blocking its development. In general, Sian Ka’an reports the status has helped for defining policies oriented to sustainability, often contrary to the expectations of other governmental sectors, private entrepreneurs and some property owners inside the reserve. (They also say that the global attention diminishes corruption potential in authorizations for land or natural resources uses.)

At the Galapagos World Heritage site in Ecuador the political influence of World Heritage status was used to lobby and influence government stakeholders when proposals were made to modify tourism regulations. Management felt these would have undermined the participatory management system and reduced the authority of the Ministry of the Environment in Galapagos.
World Heritage was also used by the Government of Ecuador to help argue for the enactment of the Special Law for Galapagos which includes, stricter controls on immigration, a quarantine system to combat alien species, an expanded marine reserve with improved legal protection, limitations on property rights and economic activities to make these consistent with the goal of conservation.

6. Other possible uses

<table>
<thead>
<tr>
<th>USES</th>
<th>EXAMPLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. If there is interest in heritage tourism-led economic development, a process identifying, and prioritizing, in addition to the World Heritage site, other regional cultural and natural heritage tourism-related assets may be useful.</td>
<td>Post inscription, the region of Hoi An and My Son World Heritage sites, Vietnam, began this sort of wider planning.</td>
</tr>
<tr>
<td>2. For economic development, heritage-related local brands targeted at cultural visitors.</td>
<td>The Douro Valley of Portugal and the trans-national Crown of the Continent site in Canada and the US used the National Geographic Map Guide exercise to link and promote heritage assets in a regional effort around the World Heritage property.</td>
</tr>
<tr>
<td>3. For management and economic development use WH site for informing visitors of satellite sites with shared story lines or interpretation messages, may help distribute visitation, only if satellite sites are well planned and managed.</td>
<td>Cinque Terre, Italy, worked with agricultural producers to find ways to add value to local agricultural product so that visitors purchase local high quality food.</td>
</tr>
<tr>
<td>4. For increasing management capacity, regional learning platforms or initiatives to share information on World Heritage.</td>
<td>Petra in Jordan, management is trying to link Petra to other regional sites, interpreting other periods of history.</td>
</tr>
<tr>
<td></td>
<td>The University of the South Pacific (USP), a consortium of twelve Pacific Island States with a main campus in Suva, Fiji, has agreed to host a Pacific World Heritage information hub.</td>
</tr>
</tbody>
</table>
Appendix 2

Interpretation themes and messages

A typical Theme framework starts with primary messages, which are then combined to a higher level sub-messages; these comprise the over-arching message. The primary messages are also broken down into storylines, which are groups of related stories that point to the same message. Existing interpretation processes recommend a Message/Theme should include the whole idea expressed in one sentence, transmitting the significance of the site to the audience. It should be simple yet direct enough to focus on a certain element that wishes to be addressed. The message is developed through a series of themes: Over-arching themes, Sub-themes, Storylines and Stories.

<table>
<thead>
<tr>
<th>Over-arching theme</th>
<th>Sub-theme 1</th>
<th>Sub-theme 2</th>
<th>Sub-theme 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Storyline 1.1</td>
<td>Storyline 2.1</td>
<td>Storyline 3.1</td>
<td></td>
</tr>
<tr>
<td>Story 1.1.a</td>
<td>Story 2.1.a</td>
<td>Story 3.1.a</td>
<td></td>
</tr>
<tr>
<td>Story 1.1.b</td>
<td>Story 2.1.b</td>
<td>Story 3.1.b</td>
<td></td>
</tr>
</tbody>
</table>

Development of Interpretative Theme

Messages/themes require a top (the over-arching message) down (to local stories) approach, but should consider that often visitors’ experience follows the opposite direction. The over-arching theme represents the message that visitors take home. The over-arching theme stands on the sub-themes, which in turn rely on storylines. The storylines are composed of the fundamental material – the local unique specific stories – which point to the same message. Each message should have at least one paragraph describing facts, statistics and stories. Ideally, upon reflection on all the steps of the thematic framework from down the visitor after a while comes to the understanding of the over-arching theme. The information should be interesting, relevant (refer to the significant features of the site), meaningful, personal (visitors and locals) and structured.

The interpretive planning framework and process

1. Establish aims and objectives
   a. What you want to achieve? – Mission statement
   b. Why and for whom you want to achieve it?
   c. Decide on the broad goals of your interpretive program
      i. Enhancing visitor experiences;
      ii. Enhancing public relations;
      iii. Protecting the site and its resources;
      iv. Protecting visitors from hazards

2. Interpretive Inventory (Resources) (Interpretive Resources)
a. Describe the interpretive potential (distinctive, important, significant, what is worth looking at)
   i. Document the features
   ii. Identify the USP

3. Identify audiences
   a. Communicating in time and space
   b. Desired audience experiences
   c. Keep the audience categories simple
   d. Describe the audience in broad market terms
      i. Market research (tourists’ origins, reasons, means to access, interests, etc.)
      ii. Different market segments for different audiences

4. Outcomes of each goal category

5. (Powerful) Themes and how to develop them

6. Media matrices (Methods)
   a. Choosing appropriate range of media
   b. Media matrix (audience meets themes and media) and how to develop it

7. Implementation Plan
   a. Budget and funding
   b. Priorities and timescales
   c. Organization and responsible people

8. Monitoring and evaluation: When to evaluate and how

1. Establish aims and objectives
An essential step to develop the interpretation framework is to state its aims and objectives as clearly as possible, allotting enough time and discussion on them to reach the desired result; both elements represent a basis for the whole process, and ambiguity or varying opinions among stakeholders can lead to undesired outcomes. Aims should not be confused with objectives: Aims should include aspirations and expectations, yet set into realistic frames, e.g. increasing understanding of a famous local person’s contribution to a site. Objectives should give the reasons for the plan, the desired outcomes and changes, with clearly identified targets, e.g. retain visitors longer. Objectives are important when it comes to checking whether the interpretation is working or not, and sometimes may include the themes.

   a. What you want to achieve? – Mission statement
      Providing a clear mission statement at the beginning of the process of developing the interpretive plan can prove to be beneficial, in the sense that stating the overall goal, values, path and purpose of the plan can ease the understanding of what is really wanted to be achieved.

   b. Why and for whom you want to achieve it?
      Alongside defining aims, objectives and mission statement, there should be knowledge of who the audience will be, as well as the main reason as to why is the plan being carried out.
c. **Decide on the broad goals of your interpretive program**

Finally, to complete the basic elements to start with the process of developing the interpretive plan, broad goals should be drafted giving an extent of action and directing the efforts in the adequate direction, providing a description of a benefit or desired condition. The following refer to the most typical broad goals:

i. Enhancing visitor experiences;
ii. Enhancing public relations;
iii. Protecting the site and its resources;
iv. Protecting visitors from hazards

2. **Interpretive Inventory (Interpretive Resources)**

   Interpretative inventory is based on the description of the special features of the site as well as the reasons why they would be interesting for the visitors. Moreover, it can help to see the missing points in the research and can act as an open to everyone record. The significance of the places should be similar to the identified topics for the interpretation (it will help to develop interpretative messages later). The inventory should be filled in routinely.

   a. **Describe the interpretive potential (distinctive, important, significant, what is worth looking at)**

      To answer the questions: what is significant about the place (include different views, ex. opinion of local people)? What is worth looking at (story supported by evidence)? What is distinctive and important about the area/community?

      i. **Document the features**

         Character of the features (natural, cultural, etc) makes the place special and worth seeing as well as defines their interpretative potential.

      ii. **Identify the USP**

         Unique Selling Point (USP) gives the site special attention: features (ex. outstanding view, rare species etc.) or an opportunity (ex. taste some kind of food etc.) or symbolic connection to something that no longer can be seen (where historic event took place).

3. **Identify audiences**

   Identifying who your visitors are has a vital implication for what you offer and the way you offer it. It means matching the type of experiences and facilities you have to their interests, expectations and needs.

   a. **Communicating in time and space**

      Audiences may vary in many ways but the overarching principle in thematic interpretation is to be able to define each audience carefully for better timing and location of interpretation media used.

   b. **Desired audience experiences**

      In order to determine the desired experience of each audience data needs to be collected through various sources like websites, conducting surveys, on site interviews and market research.
c. **Keep the audience categories simple**
   It is always good to subdivide the audiences into groups but it is better to keep it simple.

d. **Describe the audience in broad market terms**
   It is important to identify the visitors in an early stage of the planning process. Answering questions about their origins, motivation for visiting the site, means of transport, length of stay and overall demographics sets the basic parameters for later decisions related to the selection of themes, media and identifying specific audiences. For example, developing activities for children, interpretation in different languages, and difference in information given in guided tour, etc.
   
i. Market research (tourists’ origins, reasons, means to access, interests, etc.)
   ii. Different market segments for different audiences.
   Market segments are the categories in which audiences fall when a business wants to target them for a product. The purpose of working with both market segments and interpretative categories is to collect valuable data and get a clear understanding of which visitors fall into which segment category in order to get a clear insight on the range of interpretative needs of each audience. (Tasmanian Thematic Interpretation Planning Manual, Table 1 – expected outcomes of the goals set, p. 10).

4. **Outcomes of each goal category**
   In this part of the process it is essential to clarify, for each group of audiences, in which fields you have succeeded in influencing them. Clear outcomes should be identified for all the relevant categories; enhance experiences, promote public support, protect resources, protect visitors.
   The outcomes could be separated into two groups, the non-observable (mental/emotional outcomes) and the observable (behavioural outcomes); that may be immediate or not. By the completion of this step, knowing the changes that you intent to achieve, the main themes can be formed, in order to reach your final goal.

5. **(Powerful) Themes and how to develop them**
   A theme or a message is a whole idea expressed in one sentence, expressing the essence of the message that should be transmitted to the visitors. The words chosen to formulate the theme depend on who your audiences are and what kind of experience they are seeking.
   It becomes an appropriate and powerful tool when a theme is able to impact in a visitor in such a way that it is retained, creating meaning and connection between them and the site or experience. This impact is established when there is a strong link between tangible and intangible elements, the latter enhancing and expanding on the symbolic meaning and values of the former, consisting of the physical elements.
   Generating ideas for themes can be done through many means, but those that have the greater impact share a common element: passion for a subject or site. Taking this into consideration, ideas for themes should be tackled either through community workshops (with the stakeholders), in-house workshops (within the organization), or individually. Whatever the way to do it, certain steps should be considered, such as:
   - Record all contributions, without value judgements.
Brainstorm for topics.
Group topics into categories.
Assign categories to work sub-groups.
Link topic categories to overall site or plan.
Report discussions for feedback.

During the process of establishing themes, one can come with a single or various themes; as long as it covers desired aspects, this should not be a problem. Before continuing and building a more robust plan, it is possible to test the created themes against audiences and their experiences in order to see the capacity of relevance from the theme.

A successful plan should also specify messages (powerful themes) that each part of interpretation will communicate. During this process, it is essential to follow specific guidelines, which will help the audiences pay attention to, take an interest in and remember new information or ideas.

Communication Principles:
- Getting attention (making it interesting, holding people’s attention);
- Making it enjoyable (pleasing for the visitor);
- Making your communication relevant to your audiences (meaningful and personal by finding ways of linking it to visitors; own lives);
- Giving it a structure (easily accessible and organised, giving visitors clues to the themes which the interpretation contains)

Ground rules:
- Be selective and concise (simplify);
- Be clear who you are talking to (school groups, holiday groups);
- Use everyday language (specialist words and dialects should be avoided);
- Use stories and quotations;
- Use metaphors and similes that relate to everyday experience;

Themes are most likely never to be finished, since they require an ongoing process of testing, refining and improving, since audiences, personnel and experiences can change. This changing nature must be embraced as an opportunity to be creative and bring in new ideas to present various experiences to the visitors.

For example, the West Coast Wilderness Railway in Queenstown, Tasmania, Australia, provides an example on how the themes came to be, as well as their implementation and subsequent development into the interpretive plan (Tasmanian Thematic Interpretation Planning Manual, pp. 13-20). Since there was no clear understanding on how to engage with the visitor, a theme workshop was set into practice. From the meeting, various ideas were established, such as attention to forestry, mining and mining practices, the railway itself, transportation, etc. After brainstorming sessions and themes’ analysis for a powerful visitor experience, a strong story was presented which revolved around human endeavour, creating a memorable visitor experience. This was enhanced by taking the visitors in a train journey, where sub-themes with storylines were presented to support the main theme. Brochures, guided script modules, local stories, and even food was presented in a unique way reminiscing history.
While building messages refer back to the inventory resources and visitors identification (messages emerge from understanding the significance). Plan from top (over-arching message) down (to local stories) (often visitors experience in opposite direction).

6. Media matrices (Methods)
Careful selection of the media has to be taken into account, considering its importance as the vehicle through which the message and themes are delivered to the audience; varied messages are transmitted through a variety of means depending on the specificity of the group, addressing their desires and needs, not forgetting what is appropriate to the management but also financially viable.

Such selection of the strategic decision in selecting media relies on 2 levels:
- Assessment of the most appropriate media to reach specific audiences at specific locations, this includes but is not limited to, panels, brochures, booklets, audio guides, guided tours, presentations, animations or films, website, storyteller, performances, etc.;
- Assessment of the range of selected media to ensure a judicious mix that meets the range of needs that exists within each audience set.

In addition, media should be carefully placed, since they become part of the site and can either enhance or diminish the site. It must also consider aspects that would be accepted and appreciated by the visitor, such as being enjoyable, catching attention, making it relevant – meaningful and personal –, and with a defined structure.

a. Choosing appropriate range of media
By this point, understanding of the market should be in place and more informed decision on the type of media to be used can be made. With defined audiences and themes, profiles determine what can and could be presented to cover all the possible needs; prediction of an appeal to every individual may prove difficult, yet a larger audience will benefit from the final decision. In the end, the goal should be to ensure that there are elements in the media mix to meet the full range of identified needs.

b. Media matrix (audience meets themes and media) and how to develop it
With audiences, themes and media known, there should be a simple table (called the ‘Media Matrix’) that presents in a very easy manner which media will be delivering what theme to what audience. The development of the matrix consists of an easy process where themes and medium are crossed referenced, being careful to note if a specific selection has any additional or unique elements.

Many Media Matrices can be used, and whenever there is overlapping (same media showing in various matrices), a primary audience should be established, in order to centralize or unify the tasks of developing such media.

7. Implementation Plan
a. Budget and funding
b. Priorities and timescales
c. Organization and responsible people
Identification and understanding of the afore-mentioned key issues, namely the aim and objectives of the interpretation plan, the interpretive resources and audiences, the themes and the media, is followed by the preparation of the action plan. The action plan should entail the following parts:

- **Available resources:** Resources refer to staffing, skills, materials, buildings, funds, etc. Identify the available resources and address the possible needs for training in interpretation and/or other issues, needs in terms of staff, infrastructure, etc.

- **Budget:** Estimate the cost of each proposal; include capital and running costs. Estimate the revenue which will be generated.

- **Assigned responsibilities:** Distribute the responsibilities; decision making, on-going management, implementation, monitoring, etc. should be allocated among the staff.

- **Timetable:** Decide upon priorities and timescale; what must be done and by when should be clear. Take into consideration the limitations in funding, human resources and time and address the interpretive priorities first. Draw up the schedule for action accordingly.

Consider how all information fits together and be prepared to return to previous steps and make adjustments; ideas that seemed good at the beginning might not be appropriate or compatible once you have considered others factors and limitations.

8. **Monitoring and evaluation:** When to evaluate and how.

Throughout the implementation period it is crucial that the staff responsible for the monitoring makes sure that on-going work is in alignment with the aims and objectives and examines the possibility to improve or adjust working methods. Checking visitor responses and revising interpretive approaches will ensure that the final work will be as effective as possible.

In order to assist the monitoring process and to be more specific and precise in evaluating the work done and to what extent objectives have been achieved, it is crucial that performance criteria, or else indicators, are set in advance while producing the objectives.

The evaluation process or impact assessment is conducted after the implementation of the plan. It includes collecting evidences that show whether or to what extent we have achieved our objectives. Common methods of evaluation are:

- **Indirect:** Visitors’ behaviour observation as well as of traces left behind by them;
- **Direct:** Interviews, focus groups and questionnaires;
- **Quantitative:** collecting numerical data, which can later be statistically processed;
- **Qualitative:** collecting data in form of attitudes, feelings, perceptions, etc.
Appendix 3.

Information on the Recreation Opportunity Spectrum and the Authenticity Recreation Opportunity Spectrum (AROS)

Recreation Opportunity Spectrum (ROS), is a public use framework that demarcates areas of a site into different classes to determine what opportunities are available to visitors from which desired visitor experiences can be extrapolated. While ROS has traditionally been used for large, natural areas, the framework can be, and has been applied to cultural landscapes and other cultural heritage areas through the added dimension of authenticity, thus the abbreviation, AROS. Authenticity is defined by the eight dimensions of authenticity as put forward in the 1994 Nara convention (UNESCO, 1994) (Kohl and McCool, 2013).

To give an example of how AROS could be implemented at Mtskheta, the managers of the WHS could assign different zone types according to the visitor opportunities each area offers to accommodate the wide range of visitors that Mtskheta receives. AROS sets standards for the desired visitor experiences and therefore demands the removal of distractors and other unwanted elements from the ROS zone that would prevent visitors from having an authentic experience.

The managers at Mtskheta could, for example, designate a zone on the property in the vicinity of the cathedrals that has limited visitor traffic as a tranquil place of reflection and meditation. With this desired experience in mind, the managers might put forth measures to reduce noise pollution from motor vehicles and other distractors that could disrupt the desired visitor experience (ICOMOS, 2013).

Running parallel to ROS and AROS is the concept and implementation of Limits of Acceptable Change (LAC). LAC is another framework that can be linked with the ROS and visa vie, AROS concepts. LAC's basic function is determined by how much use/recreation (change/impact) a space can tolerate before it exceeds its carrying capacity (Kohl and McCool, 2013). LAC was originally designed to manage forests and natural spaces in the U.S., but has since then been applied to many protected sites all over the world. At a basic level, LAC can be used at Mtskheta to help set firm standards of the desired state of the site and to establish verifiable indicators that can be used to monitor and determine whether the site remains in its desired form and if not, provide the site managers with the ability to recognize if the site is being negatively impacted and then act accordingly to rectify the situation (Taylor Baines, 2015).

Based on the general description and function of these two management concepts, it is obvious that AROS and LAC can be linked together to provide an effective management framework for dealing with visitors. As described in the Purbeck World Heritage site carrying capacity report, this is typically done in a multi-step process that combines the key elements of both frameworks (Market Research Group, 2007).
To give an example of how a combined AROS/LAC framework could be implemented in Mtskheta with regards to dealing with visitors, we will use the Jvari Monastery as a model.

The first step would be to identify issues and concerns associated with the monastery and its surroundings. As the World Bank mentioned, the number of visitors at the site at one time is a concern. Next, we would define opportunity zones for the Monastery site based on what experiences and zones they offer. For instance, the inner compound preceding the main entrance to the church provokes a sense of awe and wonder at the prospect of entering the church itself, so we would classify that as its own opportunity zone. The area below the monastery offering an incredible scenic overlook on the river and town below might also be a zone along with the relatively large green space around the monastery and the footway up to the monastery.

Each zone will be demarcated to offer different experiences to visitors and indicators would be selected to determine how authentic the visitors' experiences are. Distractors to the experiences would also be identified. Noise pollution, both from the highway below and also from the number of visitors, is one example of a potential distractor detrimental to the authentic visitor experience in probably all of the opportunity zones. The graffiti on the monastery itself could also fall under this category.

Next, desired standards would have to set for each zone, this is where the LAC concept especially comes into play. Managers would implement measures for making each zones compliant with each standard; limiting/removing graffiti, limiting noise pollution, for example. Each zone would be evaluated based on how many visitors should be expected/are appropriate for that area in order for the desired authentic experience to be maintained. Once this is achieved, the conditions would now be ideal to monitor the site. If it becomes apparent that these standards are not being met at one or more of the zones, then it would mean that there is too much use/activity occurring there and management efforts would have to be implemented to improve the situation.

A combined LAC/ROS framework can be implemented at Mtskheta in order to address the stated issues of carrying capacity, and allow the responsible authorities to better manage visitation at the world heritage site by recognizing which zones on the property offer what opportunities available to visitors, and then make appropriate interventions in those areas in order to guarantee the best visitor experience.

In designing tourism activities, the recreational opportunity spectrum (ROS) is used to describe the different activities and experiences around the site.20 ROS will create “zones” and thus help to guide the land use, classification of activities and define what infrastructure is needed within a particular zone. In determining the classes of activities, information on policy, value of the site and stakeholders concerns should be considered. Evaluating the visitors is also important to decide what opportunity might be available. Different types of visitors might enjoy d
A-ROS deals with opportunities to offer good experiences. Visitor takes part in a touristic event and reacts to it. Then he/she keeps the memory of it and it becomes his/her experience. A touristic event might be anything conserved and/or interpreted: Seeing a heritage site, watching a local dance, eating local products, skiing, trekking, praying, etc. Better and more diverse experience opportunities mean increasing number of visitors with different interests. Authenticity, being a mandate for inscription to World Heritage List, is comprised of 8 attributes, as defined in World Heritage Convention Operational Guidelines:

- Form and design
- Materials and substance
- Use and function
- Traditions, techniques, and management systems
- Location and setting
- Language and other forms of intangible heritage
- Spirit and feeling
- Other internal and external factors

In A-ROS authenticity is seen from the perspective of visitors. With interpretation of resources and qualities, different elements of authenticity can be exhibited and be perceptible for visitors. A-ROS can be applied to the Mtskheta World Heritage Site using the following method.

The first three steps of ROS and A-ROS are the same and for defining experience opportunity classes. Table 1 shows the approach of Driver and Brown (1978). In Mtskheta there are roughly three zones. Svetitskhoveli Church and Samtavro Monastery are in the modern urbanized zone (1), in which the city has developed. The riverbanks and some of the archaeological sites are in the concentrated/rustic zone (2.5). Jvari Church is in the Rustic/Semi-Primitive Motorised zone (3.5). The zones are roughly illustrated on map in Figure 2.
<table>
<thead>
<tr>
<th>Description</th>
<th>Modern Urbanised</th>
<th>Concentrated</th>
<th>Rustic</th>
<th>Semi-primitive Motorised</th>
<th>Semi-primitive non-motorised</th>
<th>Primitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affiliation with individuals and groups is as prevalent as the convenience</td>
<td>Opportunities to experience affiliation with individuals and groups are as</td>
<td>About equal opportunities for affiliation with user groups and opportunities for isolation from sights and sounds of man, but not as important as for primitive opportunities.</td>
<td>From the sight and sounds of man, but not as important as for primitive opportunities. Opportunity to have a high degree of interaction with the natural environment.</td>
<td>Opportunity for isolation (from the sights and sounds of man), to feel a part of the natural environment.</td>
<td>Opportunities to have moderate challenge and risk, and to use outdoor skills.</td>
<td>Opportunities to have a high degree of challenge and risk, and to use outdoor skills.</td>
</tr>
<tr>
<td>of sites and opportunities.</td>
<td>prevalent as the convenience of sites and opportunities.</td>
<td></td>
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<tr>
<td>These factors are more important than the setting of the physical</td>
<td>These factors are generally more important than the setting of the physical</td>
<td>Opportunity to have a high degree of interaction with the natural environment.</td>
<td>Opportunity to have a high degree of interaction with the natural environment, to have moderate challenge and risk, and to use outdoor skills.</td>
<td>Opportunities to have moderate challenge and risk, and to use outdoor skills.</td>
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<td>environment.</td>
<td>environment.</td>
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<tr>
<td>Opportunities for wildland challenges, risk taking, and testing outdoor</td>
<td>Opportunities for wildland challenges, risk taking, and testing of outdoor skills</td>
<td>Challenge and risk opportunities are not very important. Practice and testing of outdoor skills may be important. Opportunities for both motorized and non-motorized forms of recreation are possible.</td>
<td>Explicit opportunity to use motorized equipment while in the area.</td>
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<td>skills are unimportant, except for those activities like downhill skiing</td>
<td>which challenge and risk taking are important.</td>
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<td>for which challenge and risk taking are important.</td>
<td>Area is characterized by a substantially urbanized environment, although the</td>
<td>Area is characterized by predominantly natural environment with moderate</td>
<td>Area is characterized by a predominantly unmodified natural environment of moderate to large size.</td>
<td>Area is characterized by essentially unmodified natural environment of fairly large size.</td>
<td>Area is characterized by a substantially urbanized environment, although the background may have natural elements.</td>
<td></td>
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<tr>
<td>Area is characterized by a substantially urbanized environment, although the</td>
<td>background may have natural elements.</td>
<td>Area is characterized by a substantially modified natural environment.</td>
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<td>background may have natural elements.</td>
<td>Area is characterized by predominantly natural environment with moderate</td>
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<td>Renewable resource modification and utilization practices are to</td>
<td>evidence of the sights and sounds of man. Such evidences usually harmonize</td>
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<td>enhance specific recreation activities. Vegetative cover is often</td>
<td>with the natural environment.</td>
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<td>exotic and manicured. Soil protection usually accomplished with hand</td>
<td>Renewable resource modification and utilization practices are primarily to</td>
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<td>surfacing and terracing.</td>
<td>enhance specific recreation activities and to maintain vegetative cover and soil.</td>
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<td>Sights and sounds of man, on-site, are predominant. Large numbers of users</td>
<td>Sights and sounds of man are readily evident, and the concentration of users</td>
<td>Concentration of users may be low to moderate with facilities sometimes</td>
<td>Concentration of users is low, but there is often evidence of other area users. The area is managed in such a way that minimum on-site controls and restrictions may be present, but are subtle.</td>
<td>Concentration of users is low, but there is often evidence of other area users. The area is managed in such a way that minimum on-site controls and restrictions may be present, but are subtle.</td>
<td>Concentration of users is very low and evidence of other area users is minimal. The area is managed to be essentially free from evidence of man induced restrictions and controls.</td>
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<tr>
<td>can be expected both on-site and in nearby areas.</td>
<td>is often moderate to high.</td>
<td>provided for group activity. Evidence of other users is prevalent. Controls and</td>
<td>Facility facilities are primarily provided for the protection of resource values and safety of users. On-site materials are used where possible. Spacing of groups may be formalized to disperse use and provide low-to-moderate contacts with other groups or individuals.</td>
<td>Only essential facilities for resource protection are used and are constructed of on-site materials. No facilities for comfort or convenience of the user are provided. Spacing of groups is informal and dispersed to minimize contacts with other groups or individuals.</td>
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<tr>
<td>A considerable number of facilities are designed for the use and</td>
<td>A considerable number of facilities are designed for use by a large number of</td>
<td>茹stic facilities are provided in convenience of the user as well as for</td>
<td>Facility facilities are primarily provided for the protection of resource values and safety of users. On-site materials are used where possible. Spacing of groups may be formalized to disperse use and provide low-to-moderate contacts with other groups or individuals.</td>
<td>Only essential facilities for resource protection are used and are constructed of on-site materials. No facilities for comfort or convenience of the user are provided. Spacing of groups is informal and dispersed to minimize contacts with other groups or individuals.</td>
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<tr>
<td>conventional of large numbers of people and include electrical</td>
<td>people. Facilities are often provided for special activities.</td>
<td>safety and resource protection. Moderate densities of groups is provided for in developed sites and on roads and trails. Low to moderate densities prevail away from developed sites and facilities.</td>
<td>Facilities are primarily provided for the protection of resource values and safety of users. On-site materials are used where possible. Spacing of groups may be formalized to disperse use and provide low-to-moderate contacts with other groups or individuals.</td>
<td>Only essential facilities for resource protection are used and are constructed of on-site materials. No facilities for comfort or convenience of the user are provided. Spacing of groups is informal and dispersed to minimize contacts with other groups or individuals.</td>
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<td>hookups and contemporary sanitation services. Controls and</td>
<td>Moderate to high densities of groups and individuals are provided for in</td>
<td>Facilities are primarily provided for the protection of resource values and</td>
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<td>regulation are obvious and numerous.</td>
<td>developed sites, on roads and trails, and water surfaces. Moderate densities are provided for away from developed sites. Facilities for intensified motorized use and parking are available.</td>
<td>safety of users. On-site materials are used where possible. Spacing of groups may be formalized to disperse use and provide low-to-moderate contacts with other groups or individuals.</td>
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<tr>
<td>Facilities are provided for special activities. Facilities are highly</td>
<td>Conventional motorized use is provided for in construction standards and design</td>
<td>Motorized use is permitted.</td>
<td>Motorized use is permitted.</td>
<td>Motorized use within the area is not permitted.</td>
<td></td>
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<tr>
<td>intensified motor use and parking are available with forms of mass transit</td>
<td>of facilities.</td>
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<td>often available to carry people throughout the site.</td>
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</tbody>
</table>

Table 1: Experience opportunity classes (1978, Driver and Brown)
The 4th step is choosing sub-landscape attractions for A-ROS application. In Mtskheta there are the cathedrals and archaeological sites that can be addressed. We will proceed with the example of Jvari Church. On 5th step, managers find out about the influences of the sub-attractions on the landscape. In the cases of Samtavro or Svetitskhoveli Church, they are in the modern urbanised zone, and they don’t have an impact on the ROS landscape zone. Jvari Church is the only building in its location and it is accessible by road. This sub-attraction is the reason why this untouched hilly zone is graded 3.5/5.

Authenticity classes of external appearance are to be defined on 6th step. And the experience opportunities are sought in its interior and vantage points (7th step). Visitors firstly judge the authenticity of the site by seeing the external appearance or the façade. Their judgment might change as they keep seeing and learning more about it. As mentioned before, Pine and Gilmore proposed 5 dimensions of authenticity from the perspective of visitors (2007):

- Natural: Remaining untouched
- Original: Being first of its kind, not an imitation
- Exceptional: Done or performed exceptionally well and ingenuously
- Referential: Inspired from human history and shared memories, referring to some other context
- Influential: Creating synergy towards a higher goal, influencing human beings for a better way.

Authenticity of Jvari Church is perceived as being original by its external appearance. Managers should also write down both qualities and distractors classified as general or specialised for the 6th step. Qualities are the factors that highlight the authenticity of the site. At Jvari Church the
qualities are the awe-inspiring feeling induced by the promontory location, the outer walls, the scenic views of Mtskheta and the river, etc. Distractors are factors that shade the authenticity of experience. At Jvari Church these are street vendors in the parking lot at the entrance, the walking path to the church, urbanisation in the riverbanks being seen from the landscape terrace, etc. General qualities and distractors, which don’t require further knowledge or experience to be recognised, whereas specialised ones do. Qualities and distractors at Jvari Church might be shown as in Table 2.

Table 2 Qualities and distractors, Jvari Church

<table>
<thead>
<tr>
<th>External Appearance</th>
<th>Qualities</th>
<th>Distractors</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>Perspective caused by elevation, Outer walls, Overlook of Mtskheta city and river</td>
<td>Urbanisation in the riverbanks being seen from the landscape terrace, Vendors in parking lot at the entrance</td>
</tr>
<tr>
<td>Specialised</td>
<td>Restoration problems</td>
<td></td>
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</tbody>
</table>

In the 7th step, managers divide the attraction's interior and vantage points into experience opportunity zones. At an attraction there are different spaces that offer different experiences. There are roughly four experience zones at Jvari Church. Zone B is the walkway to church that starts from the parking lot and ends at the outer walls of the site. Zone A is green area around the walkway to church. Visitors enter through the outer walls to Zone C, and see the façade of the monument. There is a landscape terrace offering an overlook to Mstkheta city in Zone D. Figure 3 shows the division of zones roughly.

Figure 1 Experience opportunity zones outside of Jvari Church
In the interior of Jvari Church, the Holy Cross with some space around is an experience zone. Candle selling and ceremony creates another zone of experience. The 8th step is for mapping these zones and writing narrative descriptions for each. Qualities and distractors should be in descriptions of these zones. With this step, the baseline inventory is completed.

In steps 9 and 10, managers decide on modifications to heritage sites, with involvement of stakeholders. On 9th step the projected changes in authenticity of different zones are considered. Strategies are to be formed. At Jvari Church examples might be increasing authenticity in zone C and D, keeping the same or lowering the authenticity in zone A and B. Distractors lower visitors' interaction with authenticity of the surrounding. On 10th step managers decide on using qualities and distractors in the site. As long as there is no attempt to interpretation of Jvari Church, there would be some distractors to be installed. In Zone A and B, distractors related to the interpretation of the site (informative boards, temporary exhibitions, etc) might be chosen to be located. For zone C and D and interior zones, authenticity should be improved so qualities like materials of churches, Little Jvari Church, outer wall or etc might be emphasised.

This ten-step approach is to be repeated for different attractions in the city. Being based on the experience opportunities, this management framework enables to reflect on the spatial organisation and visitor’s perception of the site. A-ROS is a stage of tourism management. Figure 4 shows the different stages and where it stands.

![Figure 2 Stages of tourism management](image)
Appendix 4

Use of World Heritage Status


3. The examples of different models (The ‘Bamberg model’, the ‘Canadian Rocky Mountains Model’ or the ‘Edinburgh model’) with the policy framework description, strategic actions and mechanism for the implementation can be found here:
4. Additional information for the examples presented can be found in the following links:
   - Bamberg: [https://www.stadt.bamberg.de/](https://www.stadt.bamberg.de/)
6.1. More information regarding property owners’ activities at the Edinburgh World Heritage website, can be found here: [http://www.ewht.org.uk/property-owners-guide](http://www.ewht.org.uk/property-owners-guide)
Appendix 5

Pride Building

1. Access to the complete set of documents of ‘Heritage, Pride and Place’ can be found in this website [http://www.beatrizgarcia.net/?p=1309](http://www.beatrizgarcia.net/?p=1309)

2. Information about RARE, places of action, published papers, methodology, etc., can be found in their official website [http://www.rare.org/](http://www.rare.org/). Relevant documents that can be found in this website:
   - “The principles of Pride” – The science behind the mascots [http://www.rare.org/sites/default/files/Principles%2520of%2520Pride%25202013%2520lo%2520res.pdf](http://www.rare.org/sites/default/files/Principles%2520of%2520Pride%25202013%2520lo%2520res.pdf)

Additional documents from other websites:

3. Examples of methodologies used by RARE to implement Pride Building campaigns:
   a) Theory of Change model

   ![Theory of Change model diagram]

   - Increase people’s awareness of the nature around them and how their behavior affects it.
   - Speak to people on an emotional level about the personal, cultural, and environmental benefits of protecting nature.

   - Identify barriers — social, economic, political, or technological — that are hindering behavior change.

   - Provide alternatives or solutions.

   - Promote sustainable alternatives or solutions to key target audiences through the Pride campaign.

   - Measure the reduction in human-caused threats to biodiversity, such as overfishing or illegal logging.

   - Test changes in the health/population of the species or habitat being targeted for protection.

   b) Pride Campaign Impact model
c) *Pride Campaign methodology*

4. Information for the Upper Middle Rhine Valley World Heritage Site:

- Official website [http://www.welterbe-mittelrheintal.de/intro.html](http://www.welterbe-mittelrheintal.de/intro.html)
- Uwe promotion of the World Heritage Site [https://www.youtube.com/watch?v=hypha24Wxn0&index=29&list=PL1EA8EAB5E462691C](https://www.youtube.com/watch?v=hypha24Wxn0&index=29&list=PL1EA8EAB5E462691C)