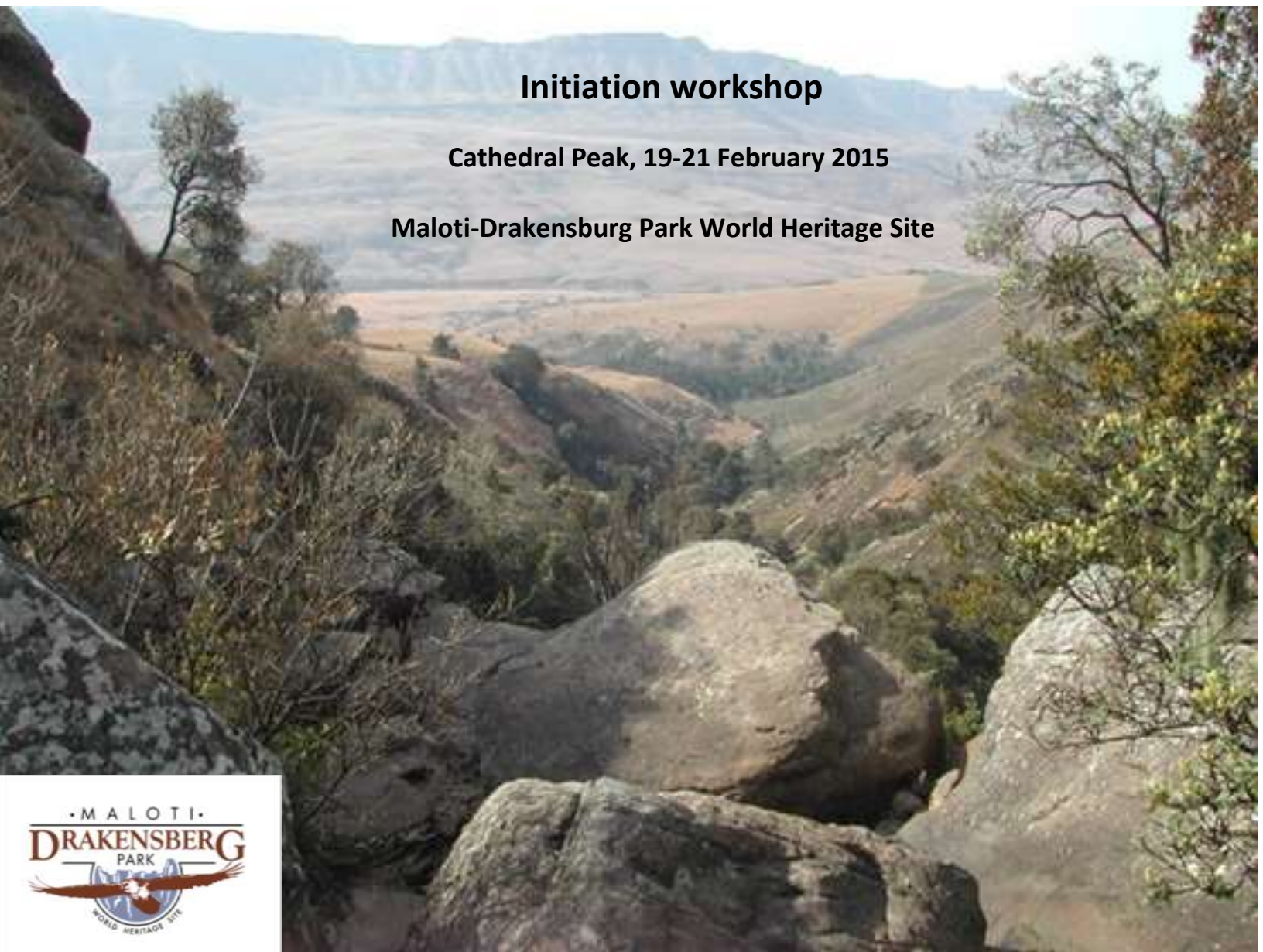**World Heritage and Sustainable Tourism**

SUSTAINABLE TOURISM CAPACITY BUILDING IN 4 AFRICAN WORLD HERITAGE DESTINATIONS

Initiation workshop

Cathedral Peak, 19-21 February 2015

Maloti-Drakensburg Park World Heritage Site

A. INTRODUCTION

1. Background to the World Heritage and Sustainable Tourism Project

PROJECT:	**SUSTAINABLE TOURISM CAPACITY BUILDING IN 4 AFRICAN WORLD HERITAGE DESTINATIONS**
SITES:	4 PILOT WORLD HERITAGE SITES
	(1) Mosi-oa-Tunya (Zambia/Zimbabwe)
	(2) Maloti-Drakensburg Park (South Africa/Lesotho)
	(3) Lake Malawi National Park (Malawi)
	(4) Ngorongoro Conservation Area (Tanzania)
DURATION:	12 months (November 2014-October 2015)
ORGANISERS:	UNESCO World Heritage Centre, African World Heritage Fund, UNESCO Field Offices, and the Nature, Culture, and Tourism Ministries and Organizations from participating countries
FUNDING:	Government of Flanders and IRIS Foundation

1.1 The UNESCO World Heritage and Sustainable Tourism Programme
World Heritage sites are unique treasures of humanity. These natural and cultural wonders have Outstanding Universal Value (OUV), represent our past and present, and belong to all. These sites are also important travel destinations with huge potential impact for local economic development and long-term sustainability. Travel and tourism is one of the largest industries and heritage tourism is its most rapidly growing international sector. With millions of tourists visiting World Heritage sites each year, tourism has become an important cross cutting issue and management concern at most World Heritage sites.

The UNESCO World Heritage Centre has developed the World Heritage and Sustainable Tourism Programme (WH+ST Programme) to catalyze positive change to protect and conserve the sites while enriching the lives of local communities and at the same time enhancing the experience of travelers. The aim is to develop heritage-based tourism that is based on the Outstanding Universal Values of the properties.

1.2 UNESCO World Heritage Sustainable Tourism Toolkit
In the framework of the World Heritage and Sustainable Tourism Programme (WHSTP), the UNESCO World Heritage Centre (WHC) has developed a capacity building tool for site managers ("How To" Guides) to help them manage tourism at their sites more sustainably. The toolkit consists of 10 guides.

The guides can be found at the following link: http://unescost.cc.demo.faelix.net/how-use-guide

These easily accessible 'How To' guides are focused on best practice approaches to sustainable economic development through tourism. The 'How To' resources offer direction and guidance to managers of World Heritage tourism destinations and other stakeholders to help identify the most suitable solutions for circumstances in their local environments and aid in developing general know-how for the management of each destination.

The series of guides have been structured as a step-by-step process for site managers.

- **Guides 1-4 establish the basic foundations for sustainable tourism**.
  Guide 1: Understanding tourism at your destination
  Guide 2: How to develop a strategy for progressive change
  Guide 3: How to develop an effective governance structure
  Guide 4: How to engage local communities and businesses

- **Guides 5-10 are tailored to more specific issues, which will have greater relevance at some sites than at others.**
  Guide 5: How to communicate with visitors
  Guide 6: How to manage the development of tourism infrastructure
  Guide 7: How to develop products, experiences and services that add value
  Guide 8: How to manage visitor movements and behaviour
  Guide 9: How to secure funding and investment to make progressive change
  Guide 10: How to monitor and benchmark the success of your efforts

1.3 Sustainable tourism capacity building in 4 African World Heritage destinations

Assistance to site managers and other stakeholders is essential to ensure that the How To guides are used as effectively as possible and adapted accordingly to the sites. To achieve this, the World Heritage Centre and the African World Heritage Fund are carrying out a project **'Sustainable tourism capacity building in 4 African World Heritage destinations'**. The project consists of organizing a series of practical training and workshops in four World Heritage sites in Africa.

Previous economic analysis has shown that even some of the most progressive actors in the field of sustainable tourism lack understanding and knowledge of the different models that are emerging globally. There is little knowledge transfer of good practice; and as a result surprisingly few site managers have a comprehensive understanding about the key issues, the expertise to put theory into practice, or indeed where they can learn more. This project will help site managers and other stakeholders to identify the most suitable solutions for their local circumstances and develop a sense of how to structure management of destination that is based on the heritage values of the site.

2. Objectives of the Project

The aim of the project is to help each site develop a sustainable tourism strategy using the guidance tools developed by UNESCO in order to enhance broad stakeholder engagement in

planning, development and management of sustainable tourism, and provide World Heritage stakeholders with the capacity and the tools to manage tourism efficiently, responsibly and sustainably based on the local context and needs.

3. Expected Results of the Project

Overall goal of the project:
Participating World Heritage sites in Africa plan and manage tourism more sustainably using the guidance tools to improve their effectiveness.

The expected outcomes of the project are:
1. For each site to have developed a sustainable tourism management strategy;
2. For each site to have a governance structure to support the implementation of the tourism strategy that is based on the OUV of the site;
3. Participating sites are actively using the guidance tools to implement strategies addressing the core issues;
4. Participating sites have a sense on how to structure tourism management that takes a destination approach;
5. Broad stakeholder involvement in planning, development and management of sustainable tourism that follows a destination approach to heritage conservation and focuses on empowering local communities;
6. The guides are further refined and adapted to African World Heritage sites.

4. Structure of the Project

The project will take place over 12 months (November 2014-October 2015) and will be structured in 3 phases, as follows:
   (1) Initiation workshops;
   (2) Follow-up workshops;
   (3) Specialized workshops.

Each site will be taken through the 3 phases and will be supported throughout the project by a team of coordinators and resource persons via workshops, discussions, distance consultations, feedback on results and monitoring.

The initiation and follow-up workshop will concentrate on guides 1-4 of the toolkit to establish the basic foundation for strategy development.

5. Initiation Workshop 19-21st February 2015

The second initiation workshop took place in Cathedral Peak with the Maloti-Drakensburg Park World Heritage Site from the 19-21st February 2015. Maloti-Drakensburg Park is a mixed transboundary World Heritage Property covering two State Parties, South Africa and Lesotho. The property was inscribed in 2000 with the uKhahlamba Drakensberg National Park in South Africa and extended in 2013 to include the Sehlabathebe National Park in Lesotho.

1.   Workshop programme

The three day workshop consisted of a mixture of practical and training exercises aimed at introducing the sustainable tourism toolkit to the participants. The workshop took place at the Didima Resort in Cathedral Peak, South Africa from the 19-21st February 2015. *See appendix 1 for the programme*.

2.   Workshop participants

Eighteen participants attended the meeting, ten from Lesotho and eight from South Africa, of which eight were female and ten were male. The coordination and resource team consisted of: Programme Specialists from the World Heritage Centre Paris; the UNESCO Multisectoral Regional office for Southern Africa Harare; the African World Heritage Fund, and; a UNESCO sustainable tourism expert. S*ee appendix 2 for participant list.*

3.   Proceedings- 19-21st February 2015

1.1   An introductory presentation was provided on the first day of the workshop on the nature of sustainable tourism, in particular on the concept of a destination. A destination is the physical space in which a tourist spends their holiday or vacation. It includes a full range of services, products and experiences. A World Heritage site (WHS) can be a destination in itself. However, more often it is located in, or part of, a wider venue, forming the key, or one of the key, attractions of the place concerned. It is important to manage tourism at a destination scale – managing the issues simply within the boundaries of the World Heritage sites would be ineffective. During the introductory presentation by the UNESCO sustainable tourism expert, the South Africa and Lesotho delegations were informed of the need to look at the larger destination covering both the Lesotho and South African sides of the World Heritage Site as well as the towns and activities that surround the site.

1.2   A practical site visit was conducted for the remainder of the first day with the aim of observing the tourism opportunities and activities in the destination. The site visit was guided by a checklist on Sustainable World Heritage Tourism (*see appendix 3 for the checklist).* The checklist provides a list of criteria regarding tourism management and its contribution to sustainable development at a World Heritage property and assists in identifying possible issues and gaps that should be addressed.

3.3   Further introductory presentations by the resource team opened up the second day of the workshop on the background of the programme and toolkit, and the concept of sustainable tourism. The best defence of important natural or cultural heritage is through a progressive vision

of how it can evolve to make people's lives better, resulting in the people wanting to protect and defend it better. Tourism can be a driver for preservation and a vehicle for sustainable development if undertaken responsibly, and site management should understand the relevant tourism supply chain and broader tourism destination issues, including congestion management and the quality of life for local people, as well as the need to respect the rights of indigenous peoples.

3.5   The next session of the workshop focused on understanding the current situation in the tourism destination and identifying strategic issues. While managing tourism is an on-going effort, successful, efficient and sustainable management requires understanding of the current situation and good planning. Participants reviewed the strategies, policies and structures in place, and while many exist to serve specific entities, it was identified that there is no holistic tourism strategy for the whole destination.

3.6   The participants completed a SWOT analysis (strengths, weaknesses, opportunities and threats) for each side of the site as well as identified three common strategic issues that they believe should be addressed in the sustainable tourism strategy. The SWOT analysis revealed many similar issues crosscutting both sides of the transboundary site, with both Lesotho and South Africa highlighting the same three strategic priorities for the tourism strategy: governance structure; a holistic tourism vision for the whole destination; and marketing.

3.7   The last step in the process involved creating working action plans covering the next few months, to allow for the participants to develop the strategic vision for the destination according to the three key priorities identified. While the SWOT analysis and strategic issues were developed together as one destination, the working action plans were created separately by South Africa and Lesotho to most effectively plan for the next few months. During the follow-up workshop, the strategies will be consolidated for a destination approach.

C.   WORKSHOP RESULTS

1.   SWOT Analyses Maloti-Drakensberg Park Destination

STRENGTHS	OPPORTUNITIES
LESOTHO	**LESOTHO**
- Unique tourism destination, only area in Lesotho with rich cultural and natural heritage - Some infrastructure in place - MDTP 10 year strategy in 3 sectors – tourism, culture, environment - Human resources available - UNESCO status recognition of site - Lesotho Tourism Development Corporation to market Lesotho	- Funding from UNESCO and other organizations - Tourism Investor opportunities - Bi-lateral agreement between RSA and Lesotho promotes information and knowledge sharing - Adjacent to RSA market

	SOUTH AFRICA
- Governance structure encompasses all affected stakeholders **SOUTH AFRICA** - Status of World Heritage - Protected area - Mixed heritage site - Biodiversity - KZNWildlife is a world renowned leader in conservation - Stable Country/Democratic state - Foreign investment potential is high - Park has a strong legal framework - South Africa has adopted World Heritage laws - Good infrastructure	- Untapped community involvement to enhance the visitor experience (heritage tourism) - Opportunity for increasing the marketing (research and product development) - Community development and involvement to unlock economic potential of park - Park could increase access to allow increase in movement? - Creation of a gateway site, to promote and interpret the MDP's OUV; provide all information and booking capabilities at one point
WEAKENESSES	**THREATS**
LESOTHO - Lack of aggressive marketing - No proper marketing strategy - Lack of collaboration between tour operators - Weak legislation and management structure to manage Park - Ungraded accommodation facility - Lack of site specific interpretation - Seasonality – on and off peak severe **SOUTH AFRICA** - Lack of marketing (losing opportunities), not utilizing brand of WH and OUV to their advantage - Infrastructure needs maintenance and improvements - Lack of resources, hard to source funds without a clear tourism plan and strategy - Lack of stakeholder participation in the management of the park (both communities and businesses) - Ineffectiveness of current governance structure, undertaking initiatives on individual basis (no park focused governance structure) - Lack of overall tourism vision - Not universally compliant for accessibility in park	**LESOTHO** - Political instability - Wildfires - Vandalism of rock art by tourists - Trespassing - Uncontrolled livestock encroachment - Climate change **SOUTH AFRICA** - Apathy by decision makers causing delays - Lack of community by-in - Climate change impacts- water scarcity, floods, soil loss, erosion - Safety and security - Failing infrastructure and maintenance - Poaching and illegal harvesting of natural and cultural resources - Lack of medical facilities close by - Lack of skills and benefits among community members who may then feel marginalised

2. Key strategic objectives identified for sustainable tourism strategy

> **3 KEY STRATEGIC PRIORITIES:**
> 1. Park governance structure
> 2. Strategic tourism vision for whole destination
> 3. Marketing initiatives

3. WAY FORWARD

Over the next few months the participants will be developing the tourism vision and strategy for the destination, to be consolidated during the second workshop planned for May/June 2015. This will be developed nationally first and then consolidated into a holistic tourism vision and strategy for the whole destination during the follow-up workshop. The sustainable tourism toolkit will be the key tool during this phase, in particular guides 1-4, to assist in the development of the strategy. More specific priorities will be highlighted and targeted for the specialization workshop.

Each side created an action working plan for the follow-up phase to guide the development of the tourism vision and strategy. See below for the two action plans.

1. **South African Action Plan**

Aim: To develop a tourism vision and strategy for the destination

STRATEGIC ISSUES	ACTION	CHAMPION	Date	RESOURCES
Product Development and Marketing	Meeting of the whole group to brainstorm ideas on product development.	Whole group	16 March 2015	R4500.00
Park Governance Structure	Engage the EKZNW executive committee to get a mandate.	Ian Porter and Oscar Mthimkhulu	25 March 2015	R1000.00
Tourism Vision for the Park	Engage stakeholders who have been identified in order to present and give feedback regarding this workshop: • Tourism Associations (KZN) • Tourism KZN • Midlands Meander – Marketing Agency • Department Economic, Tourism and Environmental Affairs & Department of Arts and Culture • Amafa AkwaZulu-Natali • Federated Hospitality Association of Southern Africa (FEDHASA) • Maloti-Drakensberg (MDTP) Programme • District Municipalities – uThukela, Sisonke and uMgungundlovu • House of Traditional Leaders (Nkosi Mkhize)	Oscar Mthimkhulu	**TBC** - Meeting date will be determined by the outcome of the EXCO meeting.	R6000.00

2. **Lesotho Action Plan**

Aim: To develop a tourism vision and strategy for the destination

ACTION PLAN			2015 / 16													
Category	Action	Activities	M	A	M	J	J	A	S	O	N	D	J	F	Accountability	Deliverables
LEGISLATION / MANAGEMENT PLANS	Review and implementation of management tools	Consultative meetings with relevant stakeholders	■	■	■										MTEC + LTDC	Reports
		Drafting and amending of relevant legislative tools	■	■	■	■	■	■	■	■	■	■			MTEC(Legal) + LTDC (Legal) + Law Office	Amendments + Bill
		Stakeholders meetings / workshops (evaluation workshops)											■	■	MTEC + LTDC	Reports
		Cabinet Approval												■	MTEC(Legal) + LTDC (Legal) + Law Office	Amendments and Acts
		Establishment of implementing bodies						■	■	■	■	■			MTEC	Gazetted Councils and Boards
		Implementation												■	MTEC	Reports
TOURISM	Development of Tourism Strategic Vision	Consultative meetings between SA and Ls on a broader scale		■					■						MTEC + LTDC + SA (EKZN)	Reports
		Draw up terms of reference								■					MTEC + LTDC + SA (EKZN)	Terms of reference
		Engagement of a consultant								■					MTEC + LTDC + SA (EKZN)	Reports
		Inception of a report									■				MTEC + LTDC + SA (EKZN)	Reports
		Approval and adoption of the report											■		MTEC + LTDC + SA (EKZN)	Reports
		Implementation of the strategy												■	MTEC + LTDC + SA (EKZN)	Reports
MARKETING	Marketing of the destination	Consultative meetings between marketing agencies on both sides (SA and Ls)												■	MTEC + LTDC + SA (EKZN)	Reports
		Develop corporate identity of and its guidelines												■	MTEC + LTDC	Reports
		Engagement of advertising agencies.												■	MTEC + LTDC	Reports

4.   CONCLUSION

The workshop successfully brought together the two national groups to think strategically about sustainable tourism in the whole destination based on the conservation of the site. Clear challenges and opportunities were highlighted and three strategic priorities were identified that will form the basis of the overall tourism destination strategy. The participants identified a strong need to review and strengthen the governance structure for both sides of the site, which will ultimately contribute to the better tourism and conservation management of the whole site. The need for a holistic tourism vision and strategy based on the Outstanding Universal Value of the site and the local values of the destination was highlighted as a key component to unify and strengthen the brand and vision of the site. This will then allow for stronger and more focused marketing of developed and diversified products and itineraries based on the heritage values of the site. Community engagement in this process will be essential to its success providing an enhanced tourism experience for visitors as well benefits to the local and affected communities.

5.   ACKNOWLEDGMENTS

Participants during the Initiation workshop 19-21st February 2015, Cathedral Peak, South Africa

6. APPENDICES

1. Daily programme

Time	Item	Comments
	DAY 1: Thursday 19 February	
09:00-09:30	Introductory session	Meeting room
09:30-17:00	SITE VISIT Maloti Drakensburg World Heritage Site	
	DAY 2: Friday 20 February	
SESSION 1: Opening and Introduction		
09:00-09:30	-Introductory remarks by Host -Introductory remarks by Organisers	KZN Wildlife UNESCO/AWHF
09:30-09:45	-Introduction to WH Sustainable Tourism Programme	Peter Debrine
09:45-10:00	-Introduction to Project – Aims and expected results of workshop	Pamela Mac Quilkan
10:00-10:30	-Introduction to sustainable tourism	James Rebanks
	Coffee/Tea break 10:30-11:00	
11:00-12:00	-Presentation on key issues by destination stakeholders	RSA participants
12:00-13:00	-Presentation on key issues by destination stakeholders	Lesotho participants
	Lunch 13:00-14:00	
SESSION 2: Working sessions		
14:00-14:30	-Introduction to Toolkit (all participants will be provided with the toolkit (guide 1-4)	PD
14:30-15:00	-Introduction with observations on key issues and opportunities	JR
15:00-15:30	**Guide 1:** Understanding tourism at the Destination	PD & JR
	Coffee/Tea break 15:30-16:00	
16:00-17:00	Group work	All participants
17:00-17:30	Group work Presentations	Groups 1-4
	DAY 3: Saturday 21 February	
SESSION 3: Working sessions		
09:00-09:30	**Guide 2:** Developing a strategy	PD & JR
09:30-10:30	Group work – SWOT analysis	All participants
	Coffee/Tea break 10:30-11:00	
SESSION 4: Strategic priorities		
11:00-11:30	Group work – SWOT analysis	All participants
11:30-12:00	Group work presentations – SWOT analysis	Groups 1-4
12:00-13:00	Consolidation of results into a Master SWOT Discussion on strategic priorities	JR & participants
	Lunch 13:00-14:00	
SESSION 5: Work Plan		
14:00-14:30	Discussion on action plan and way forward	PM & participants
14:30-15:30	Group work	All participants
	Coffee/Tea break 15:30-16:00	
16:00-16:30	Presentation of action plan	Groups 1 & 2
16:30-17:00	Closing of workshop	

2. List of participants

Project: Testing the How To Guides in the Destination Management field in 4 Africa Nature sites

<table>
<tr><td colspan="5" align="center">LIST OF PARTICIPANTS</td></tr>
<tr><td colspan="5">Activity: Initiation workshop
Venue: Maloti Drakensburg World Heritage Site
Date: 19-21 February 2015</td></tr>
<tr><td></td><td>NAME</td><td>AFFILIATION</td><td>COUNTRY</td><td>CONTACT DETAILS</td></tr>
<tr><td colspan="5"><i>Workshop participants</i></td></tr>
<tr><td>1</td><td>Mr. Oscar Mthimkhulu</td><td>Park Manager</td><td>South Africa</td><td>Oscar.Mthimkhulu@kznwildlife.com
(+27) 0824577174</td></tr>
<tr><td>2</td><td>Ms.Lihle Madondo</td><td>Resort Manager Didima</td><td>South Africa</td><td>lihle.madondo@kznwildlife.com
(+27) 0716827794</td></tr>
<tr><td>3</td><td>Ms. Nozipho Sibeko</td><td>Resort Manager Giants Castle</td><td>South Africa</td><td>nozipho.sibeko@kznwildlife.com
(+27) 79 497 4222</td></tr>
<tr><td>4</td><td>Mr. Mlu Hlehla</td><td>Manager: Hospitality Standards and Grading</td><td>South Africa</td><td>Mlungisi.Hlela@kznwildlife.com
(+27) 0828521916</td></tr>
<tr><td>5</td><td>Ms. Siphiwe Khoza</td><td>Officer in Charge Kamberg Nature Reserve</td><td>South Africa</td><td>siphiwe.khoza@kznwildlife.com
(+27) 0827180055</td></tr>
<tr><td>6</td><td>Ms. Ntombenhle Mthethwa</td><td>Officer in Charge Witteberg</td><td>South Africa</td><td>mthethwm@kznwildlife.com
(+27) 0843638660</td></tr>
<tr><td>7</td><td>Mr. Ian Porter</td><td>Group Hospitality Manager</td><td>South Africa</td><td>ian.porter@kznwildlife.com
(+27) 0824678833</td></tr>
<tr><td>8</td><td>Mr. Paul Herwood</td><td>Project Founder The /A!kunta Project</td><td>South Africa</td><td>paul@akuntaproject.org;
paul@everythingethnic.com
(+27) 0828883286</td></tr>
<tr><td>9</td><td>Mr. Peter Mohau Monyatsi</td><td>Park manager: Sehlaba-Thebe</td><td>Lesotho</td><td>monyatsip@yahoo.com
(+266) 62537565</td></tr>
<tr><td>10</td><td>Mr. Mabari Lebamang</td><td>Park Ecologist: Sehlaba-Thebe</td><td>Lesotho</td><td>lebamang.mabari@gmail.com
(+266) 62997307</td></tr>
<tr><td>11</td><td>Mr. Refiloe Ramone</td><td>Tourism Officer: MTEC Headquarters</td><td>Lesotho</td><td>ramoneref@gmail.com
(+266) 63632968</td></tr>
<tr><td>12</td><td>Ms. Mamonyane Ranthimo</td><td>District Tourism Officer: Qacha's Nek</td><td>Lesotho</td><td>nyaneso14@gmail.com
(+266) 58974866</td></tr>
<tr><td>13</td><td>Ms. Mamathaleha Bereng</td><td>District Cultural Officer: Qacha's Nek</td><td>Lesotho</td><td>mamathalehabereng@gmail.com
(+266) 59011442</td></tr>
<tr><td>14</td><td>Mr. Leqaphela Liphoto</td><td>Heritage Officer: MTEC Headquarters</td><td>Lesotho</td><td>lhliphoto@yahoo.co.uk
(+266) 63204722</td></tr>
<tr><td>15</td><td>Mr. Semela Mona</td><td>Culture Officer: Sehlaba-Thebe</td><td>Lesotho</td><td>monasemela@gmail.com
(+266) 62002117</td></tr>
<tr><td>16</td><td>Ms. Itumeleng Mokupo</td><td>Marketing Officer: Lesotho Tourism Development Corporation</td><td>Lesotho</td><td>itumeleng.mokupo@ltdc.org.ls
(+266) 59168488</td></tr>
<tr><td>17</td><td>Mr. Nqheku Matolo</td><td>Assistant Tourism Officer: Lesotho Tourism Development Corporation</td><td>Lesotho</td><td>n.matolo@ltdc.org.ls
(+266) 58730047</td></tr>
</table>

18	Ms. Maleqheka Thoola	Community Conservation Forum: Sehlaba-Thebe	Lesotho	(+266) 28951721
Coordination and Resource team				
19	Mr. Peter Debrine	Senior Project Officer of Sustainable Tourism, UNESCO World Heritage Centre Paris	France	p.debrine@unesco.org
20	Mr. James Rebanks	UNESCO Consultant	England	james@rebanksconsulting.co.uk jamesrebanks@me.com
21	Ms. Pamela Mac Quilkan	Programme Officer African World Heritage Fund	South Africa	PamelaM4@awhf.net
22	Ms. Yvette Kaboza	Culture Officer, UNESCO Multisectoral Regional office Harare	Zimbabwe	y.kaboza@unesco.org

3. Sustainable World Heritage Tourism Checklist

The following criteria function as a checklist regarding tourism management and its contribution to sustainable development at a World Heritage property, and as such identify possible issues and gaps that should be addressed.

1.	**ORGANISATION AND MANAGEMENT**
1.1	Organisation: The overall management system for the World Heritage property is effectively organized through a department, group, or committee responsible for a coordinated approach to sustainable tourism with external stakeholders (tourism enterprises and, local authorities) in the larger destination.
1.2	Tourism strategy: A multi-year sustainable tourism strategy, suited to scale, has been developed with broad based public participation, is being implemented and is publicly available.
1.3	Protection of OUV: There are measures in the overall management regime to preserve and protect the OUV of the property.
1.4	Stakeholder participation: The World Heritage property has a system that enables destination stakeholders to, on an on-going basis, participate in tourism-related planning and decision-making processes.
1.5	Site interpretation: Interpretation and information material regarding the World Heritage property and its OUV is provided at key locations. The information is communicated in relevant languages and in different media.
1.6	Promotion: Promotion of the World Heritage property's OUV, its products, services and sustainability claims is accurate. Promotional activities for the property are integrated into a campaign with activities at local, national and international level.
1.7	Heritage protection: Protected artefacts and wildlife (products) are not illegally sold, traded or displayed.
1.8	Preventing exploitation: The World Heritage property works closely with the Destination Marketing Organisation (DMO) and other relevant stakeholders in establishing practices to prevent commercial or any other form of exploitation and/or harassment.

1.9	<u>Crisis and emergency preparedness and response:</u> The World Heritage property has a crisis and emergency response plan that is appropriate to the World Heritage property and is part of an overall system for the destination. Key elements are communicated to residents, tourists, and tourism-related enterprises. The plan establishes procedures and provides resources and training.
1.10	<u>Safety and security:</u> The World Heritage property has a system to prevent and respond to tourism-related crime, safety, and health hazards. Systems are integrated into the larger destination and local community.
1.11	<u>Planning regulations:</u> The World Heritage property has planning guidelines, regulations, and policies that integrate sustainable land use, design, construction, and demolition that are integrated into the larger destination. The regulations protect natural and cultural heritage, are publicly communicated, and are enforced.
1.12	<u>Property acquisitions:</u> Laws and regulations regarding property acquisitions exist, are enforced, consider communal and indigenous rights, and do not authorize resettlement without informed consent and/or full compensation and preserve the OUV of the property.

2.	**MONITORING**
2.1	<u>Monitoring:</u> The World Heritage property has key indicators in place to measure and assess the state of conservation of the property, the factors affecting it, the periodicity of their examination, and the identity of the responsible authorities.
2.2	<u>Inventory of attraction sites:</u> The World Heritage property has an up-to-date, publicly available inventory of its key tourism assets and attractions including natural, historical, archaeological, religious, spiritual, and cultural sites.
2.3	<u>Protection of sensitive environments:</u> The World Heritage property monitors the impact of tourism on sensitive environments, both cultural and natural, and protect habitats and species where needed.
2.4	<u>Economic benefits:</u> The direct and indirect economic contribution of tourism to the World Heritage property's economy is regularly monitored, and (part of the) revenue deriving from tourism at the property is invested back into the protection of the property. These results are publicly reported.
2.5	<u>Local community opinion:</u> Residents' aspirations, concerns, and satisfaction with tourism are regularly monitored, recorded and publicly reported. Care is taken to ensure that key stakeholders are included and that responsive action is taken where needed.
2.6	<u>Visitor satisfaction:</u> There is a system to monitor, publicly report and, if necessary, take action to improve tourist satisfaction.

3.	**LOCAL COMMUNITIES**
3.1	<u>Local access:</u> The World Heritage property does not exclude local resident from to the World Heritage property.
3.2	<u>Support for community:</u> The World Heritage property enables tourism-related enterprises to support community initiatives and enhance the conservation of the World Heritage property.
3.3	<u>Supporting local entrepreneurs and fair trade:</u> The World Heritage property supports local entrepreneurs and promotes fair trade principles.
3.4	<u>Local career opportunities:</u> The World Heritage property provides equal employment and training opportunities for local residents as much as possible.
3.5	<u>World Heritage awareness:</u> The World Heritage property provides regular programs to

	residents about the reason why the property is inscribed on the World Heritage List.
3.6	<u>Tourism awareness:</u> The World Heritage property provides regular programs to residents to enhance their understanding of tourism opportunities, tourism challenges, and the importance of sustainability.
3.7	<u>Intellectual property:</u> The World Heritage property has a system to ensure respect for the tangible and intangible intellectual property of individuals and communities.

4.	**ENVIRONMENTAL ISSUES**
4.1	<u>Environmental risks:</u> The World Heritage property has identified key environmental risks and has a system in place to address these.
4.2	<u>Solid waste reduction:</u> The World Heritage property has a system to ensure solid waste is reduced, reused, and recycled. The World Heritage property encourages tourism-related enterprises to adopt waste reduction strategies.
4.3	<u>Low impact transport:</u> The World Heritage property has a system to increase the use of low-impact transport, including public transport, in the World Heritage property.
4.4	<u>Light and noise pollution:</u> The World Heritage property has guidelines and regulations to minimize noise, light, and visual pollution. The World Heritage property encourages tourism-related enterprises to follow these guidelines and regulations.
4.5	<u>Water management:</u> The World Heritage property has a system to monitor, manage and encourage minimal waste of water.

5.	**VISITOR MANAGEMENT**
5.1	<u>Visitor management:</u> The World Heritage property has a visitor management system that includes measures to preserve and protect key natural and cultural assets. The visitor management system of the property integrates with a wider visitor management system of the destination.
5.2	<u>Access for all:</u> All tourist sites and facilities, including those of natural, cultural and historic importance, should be accessible to all, including persons with disabilities and others who have specific access requirements. Where such sites and facilities are not immediately accessible, access should be afforded through the design and implementation of solutions that take into account both the integrity and authenticity of the site and such reasonable accommodations for persons with access requirements as can be achieved.
5.3	<u>Visitor behaviour:</u> The World Heritage property has publicly available guidelines for visitor behaviour that are designed to minimize adverse impacts: encourage positive behaviour rather than punishing negative behaviour.