

World Heritage and Sustainable Tourism



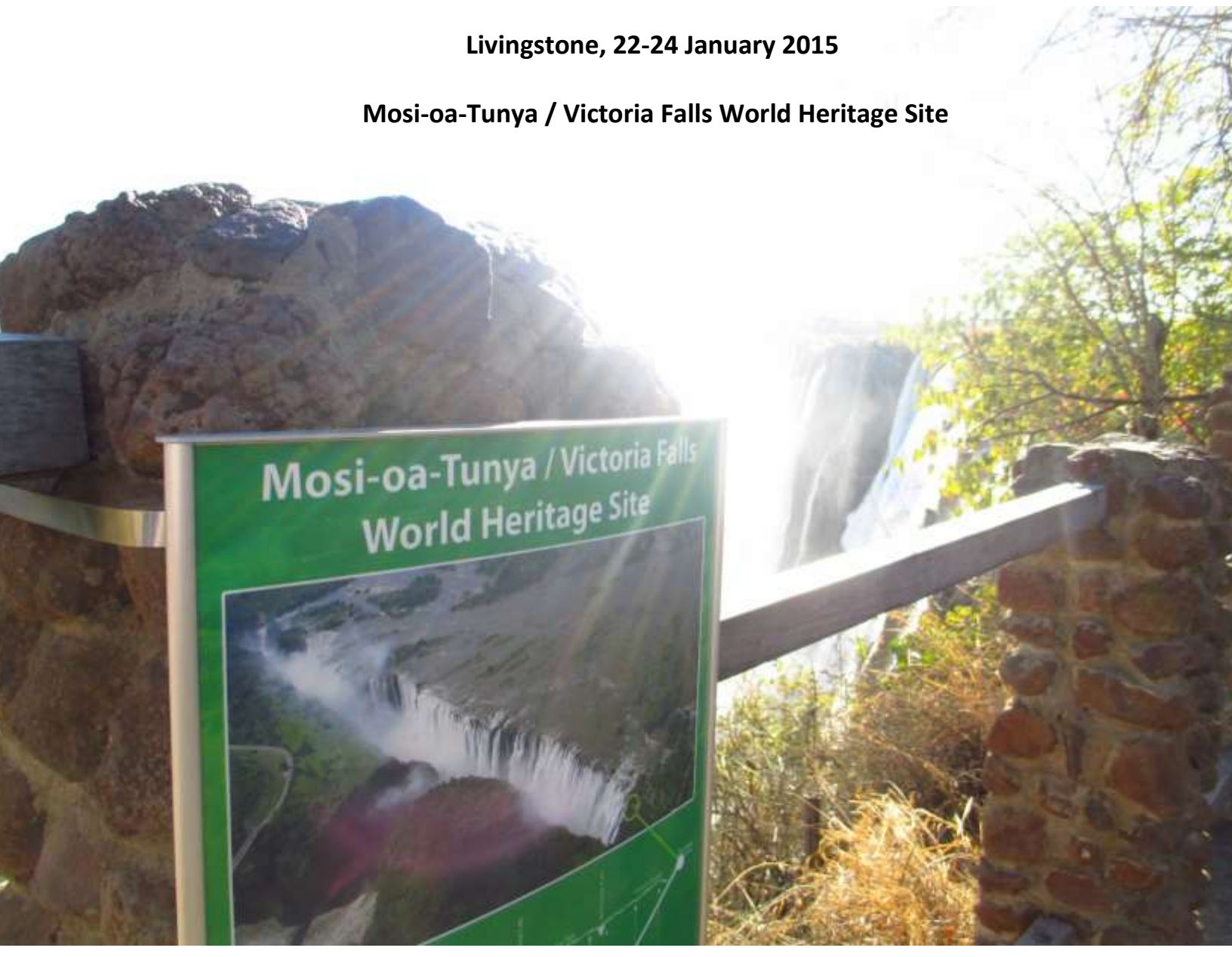
SUSTAINABLE TOURISM CAPACITY BUILDING IN 4 AFRICAN WORLD HERITAGE DESTINATIONS



Initiation workshop

Livingstone, 22-24 January 2015

Mosi-oa-Tunya / Victoria Falls 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 (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, 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 as well as a governance structure to support the implementation of the strategy that is based on the OUV of the site;
2. Participating sites are actively using the guidance tools to implement strategies addressing the core issues;
3. Participating sites have a sense on how to structure tourism management that takes a destination approach;
4. 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;
5. 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 22-24th January 2015

The first initiation workshop took place in Livingstone with the Mosi-oa-Tunya / Victoria Falls World Heritage Site from the 22nd-24th January 2015. Mosi-oa-Tunya / Victoria Falls is a natural transboundary World Heritage Property covering two State Parties, Zambia and Zimbabwe. The property was inscribed in 1989 for both geological and ecological values.

B. WORKSHOP PROCEEDINGS

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 Protea Hotel in Livingstone, Zambia from the 22-24th January 2015. *See appendix 1 for the programme.*

2. Workshop participants

Nineteen participants attended the meeting, nine from Zimbabwe and ten from Zambia, of which ten were female and nine 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. *See appendix 2 for participant list.*

3. Proceedings- 22nd -24th January 2015

- 1.1 A practical site visit was conducted on the first day of the workshop 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. The participants visited the Zambian and Zimbabwean sides of the destination, visiting both public and private enterprises that provide accommodation and tourism activities.
- 3.2 The workshop was officially opened on the morning of the second day of the workshop 23rd January 2015 by the Mayor of Livingstone, Mr. Mambo. Guests to the ceremony included: the Executive Director of National Heritage Conservation Committee (NHCC), Mr. Collins Chipote; NHCC Finance Manager Mr Arnold Mufishi; NHCC Human resources manager Mr Monday Mungaila; NHCC Mr Richard Mbewe Master of ceremony; NHCC UNION representatives; Ministry of Tourism representatives; and representatives from various media houses. Strong support for the creation of a sustainable tourism strategy was expressed during the ceremony.
- 3.3 Introductory presentations were provided by the resource team on the background of the programme and toolkit, and the nature of sustainable tourism. The concept of destination tourism management was introduced, as opposed to site based tourism management. 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. Discussions among participants revealed the need to look at the larger destination covering both the Zambian and Zimbabwean side of the World Heritage Site as well as the towns and activities that surround it.

- 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 strategy for the whole destination. The creation of a uni-visa and joint committee to discuss tourism between the two countries has greatly facilitated this issue and will provide a solid platform for furthering the creation of a destination tourism strategy.
- 3.6 The participants completed a SWOT analysis (strengths, weaknesses, opportunities and threats) of the whole destination as well as identified 4 strategic issues that they believe should be addressed in the sustainable tourism strategy. The discussion of the results revealed 19 actions to be prioritised in the tourism strategy for the Victoria Falls/Mosi-oa-Tunya destination and four common key priorities identified by the participants: marketing, community, funding and product diversification.
- 3.7 The last step in the process involved creating working action plans for the next few months, to allow for the participants to develop the strategic vision for the destination according to the 19 actions and 4 key priorities identified. While the SWOT analysis, strategic issues and action points were developed together as one destination, the working action plans were created separately by the Zambians and Zimbabweans 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 Mosi-oa-Tunya/Victoria Falls Destination

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> - 1 of the 7 natural Wonders of the world - Declared World Heritage site - Good infrastructure and supporting facilities (such as accommodation) - Diversity of activities such as wildlife, nature and culture (this can also be seen as more of an opportunity- providing a diversified package) - Unique attraction of the Falls –competitive advantage over other countries - Accessibility – easy on both sides by road, rail and air (medium accessibility) - Destination internationally known - UNI-Visa recently introduced - Both countries are internationally represented - International tourism offices - Safe and secure destination - Beauty natural destination - Joint management of World Heritage Site by Zambia and Zimbabwe - Good hospitality- friendliness of people 	<ul style="list-style-type: none"> - ‘World Heritage’ brand awareness - Well-known destination- easy to market on the internet - Stable governments – safe destination - Upgrading of airports and infrastructure (road network) - Government incentives - Favourable government policies - Policies and acts in place to guide tourism and management in future - Availability of funding and expertise from international organizations such as UNESCO - Beautiful and attractive climate all year round - KAZA initiative – both countries involved in transboundary conservation initiatives - Source of foreign currency and therefore opportunity to develop both countries - Enough Human capital to expand tourism - Growing World economies - ICT marketing could be improved on both sides within the national budgets - Joint management plan due for renewal, opportunity to build tourism strategies into new versions - Potential for a dual price ticket
WEAKNESSES	THREATS
<ul style="list-style-type: none"> - Difference in entry price on Zimbabwe versus Zambian side - Uncoordinated marketing efforts by both countries - Destinations not vigorously marketed - Trained accredited guides only on Zimbabwean side, not Zambia - Lack of multi-lingual tour guides, biased towards English - Promotional material not diverse in terms of language- mostly English and a bit French (no Chinese or Portuguese) - Limited tourist profile/countries - Limited use of ICTS (e.g. cannot pay online for entry fee) - Currency devaluation - Poor direct air access from source markets-no direct flights from USA for Zimbabwe or the UK for Zambia - Lack of proper well-defined tourism strategy for the destination and for site specifically - Inadequate resources for destination management and 	<ul style="list-style-type: none"> - Political interference - Limited financial support from the government, especially in marketing - Changing geological formation of the falls - Cultural dilution due to foreign inflow, change in cultural values - Invasive species- Lantana Camara - Diseases- Ebola (particularly affects Asian market) - Negative perceptions by foreign investors because of government policies - High tax regime, extensive licenses etc– discourages investors - Tourism development becoming scarce - African not provided opportunity to speak for itself (e.g. in media, perception of Africa)

<p>marketing</p> <ul style="list-style-type: none"> - Lack of coordination between government and private sectors in marketing (e.g. destination not marketed for wildlife, tour companies look to neighbouring countries such as Botswana) - Degradation of facilities- conflict of interest in management of falls - Lack of administrative infrastructure around falls – offices not based directly on site so lack quick reaction - Management plan expired in 2012, new plan not yet underway - Tourists and tour agencies view destination as short-stay on a longer Southern African trip 	<p>portrayed by foreigners to foreigners)</p> <ul style="list-style-type: none"> - Climate change - Lack of funding - Domestication of animals – not favourable for conservation
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2. Key strategic objectives identified for sustainable tourism strategy

4 KEY STRATEGIC PRIORITIES:

1. Marketing and communication
2. Community engagement and beneficiation
3. Developing new models for attracting investment and funding
4. Product development and diversification

3. 19 strategic actions identified:

1. Liaise with AWHF/UNESCO on new management plan;
2. Liaise with UNESCO regarding the training of guides - World Federation of tourist guides;
3. Improved communication of destination;
4. Use People Protecting Places for PR/marketing;
5. ICT training/support;
6. Joint destination tourism strategy /vision to be part of new management plan (holistic planning);
7. Consultation Critical – especially on public/private communication marketing;
8. Potential funding: WH UNESCO Fund 5K (X2) for communication and AWHF;
9. Build in to communication cultural sensitivity – key messages (univisa, sensitivity);
10. Fundraise for conservation from tourism and businesses ;
11. Press tours targeted at Asia etc.
12. Simple plan for growth of numbers;
13. Private sector – communicate growth potential and funding opportunities;
14. Communicate on ongoing basis with UNESCO/AWHF and others on opportunities;
15. Communicate case for public investment in Zimbabwe and private investment in Zambia;
16. Communicate off peak visits and diversity of the package;
17. Develop community tourism – support villagers;
18. Develop proposal for donors;
19. Develop longer itineraries – cultural BIG 5.

4. WAY FORWARD

Over the next few months the participants will be developing the tourism strategy/vision for the destination, to be consolidated during the second workshop planned for May 2015. This will be developed nationally first and then consolidated into a holistic vision 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 strategy. See below for the two action plans.

1. Zambian Action Plan

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

ACTIVITY	RESPONSIBLE PERSON	TIME FRAME	REMARKS
• Identification of key stakeholders	NHCC, MTA, LTA, NMB, ZAWA, LCC	06/02/2015	
• In house preparatory meeting	NHCC, MTA, LTA, NMB, ZAWA, LCC	11/02/2015	<ul style="list-style-type: none"> • Agenda developed • Final Consolidated list in place
• Write invitation letters to stakeholders	MTA, NHCC	11/02/2015	•
• Hold stakeholders meeting	MTA	20/02/2015	• Draft Tourism strategy developed
• Draft TS sent for approval to the Ministry	CEO Mr. Ndiyoi		

2. Zimbabwean Action Plan

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

ACTIVITY	RESPONSIBLE PERSON	TIME FRAME	REMARKS
• Preliminary meeting		27/01/2015	- Create list of stakeholders
• Carry out inventory	ZTA and Parks and Wildlife Management Authority	09/02/2015	
• Stakeholder engagement complete		09/02/2015	
• Consolidate position		16/02/2015	
• First draft	Ministry	23/02/2015	-responsibility of Ministry after information reported
• Review complete		30/02/2015	
• Final draft		10/03/2015	

5. 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 the four strategic priorities were identified that will form the basis of the overall tourism destination strategy. The participants identified a strong need to develop and diversify the products based on the heritage values of the site and to market and communicate these products to a wider range of visitors in order to provide more diverse touristic itineraries and other innovative approaches to extend the stay of the visitor. Community engagement in this process will be the key to its success providing an enhanced tourism experience for visitors as well benefits to the local communities. Developing new models based on the Outstanding Universal Value of the World Heritage Site for attracting investment and funding was agreed as an important element of the new strategies.

6. ACKNOWLEDGMENTS

We would like to thank the State Parties of Zambia and Zimbabwe for participating in the project, in particular the participants for their active involvement and enthusiasm in working towards a tourism strategy. Further we would like to thank the National Heritage Conservation Commission and the Livingstone Municipality for welcoming the participants and hosting the workshop in Livingstone. Special acknowledgments to the UNESCO World Heritage Centre, the African World Heritage Fund, the UNESCO Multisectoral Regional Office for Southern Africa Harare, and the UNESCO expert, Mr. James Rebanks for providing coordination and resources for the project. Further we thank the financial contributors to this project, the Flanders Government and the IRIS Foundation for providing the much needed financial resources for the implementation of this project.



Participants during the Initiation workshop 22-24th January 2015, Livingstone, Zambia

7. APPENDICES

a. Daily programme

DAY 1: THURSDAY 22 JANUARY 2015		
09.00-17.00	ORIENTATION SITE VISIT	
DAY 2: FRIDAY 23 JANUARY 2015		
09.00-10:00	OPENING CEREMONY a) Welcome remarks and introductions b) Remarks by organizers c) Remarks by NHCC Executive Director d) Official opening by Livingstone District Commissioner	MC UNESCO/AWHF NHCC Livingstone D.C
10.00-10.30	TEA BREAK	
10.30-11.00	SESSION 1: Presentations Introduction to programme - aims and expected outcomes of the workshop Introduction to sustainable tourism	Peter Debrine (PD) James Rebanks (JR)
11:00-12:00	Presentations on key issues from the destination key stakeholders	Participants
12:00-12:30	Review of checklist of key documents	JR
12.30-13.30	LUNCH BREAK	
13:30-14:00	SESSION 2: Working sessions* Introduction with observations on key issues and opportunities	JR
14.00-15:00	- Understanding Tourism at the Destination (Guide 1)	JR/PD
15.00-15.30	TEA BREAK	
15.30-17.00	- Developing a strategy (Guide 2)	JR/PD
DAY 3: SATURDAY 24 JANUARY 2015		
09.00-10:30	SESSION 3: Strategic priorities Group work presentations – SWOT Analysis Consolidation of results into a master SWOT	Participants JR and participants
10.30-11.00	TEA BREAK	
11:00-12.30	Discussion on strategic priorities	ALL
12.30-13.30	LUNCH BREAK	
13:30-15:00	SESSION 4: Action plan Discussion of action plan Group work to discuss way forward Brief group presentations Closing of workshop	ALL Participants Participants -
15.00-15.30	TEA BREAK	
15.30-16.00	Meeting between organizers	-

b. List of Participants

	NAME	AFFILIATION	COUNTRY	CONTACT DETAILS
<i>Workshop participants</i>				
1	Ms. Musawa Musonda Hamusonde	Ecologist - Southwest Region National Heritage Conservation Commission	Zambia	musmus7703@yahoo.com
2	Mr. Muyumbwa Ndiyoi	Chief Natural Heritage Officer National Heritage Conservation Commission	Zambia	ndiyoi@yahoo.co.uk
3	Mr. John Chilufya	National Heritage Conservation Commission	Zambia	Johnkchilufya@gmail.com
4	Mr. Stanley Lukonga	National Heritage Conservation Commission	Zambia	stanleylukonga@yahoo.com
5	Ms. Debora Amutike	National Heritage Conservation Commission	Zambia	deborahamutike@yahoo.com
6	Ms. Serah Masonde	Ministry of Tourism	Zambia	s_nyondo@yahoo.com mrs.smasonde@yahoo.com
7	Ms. Tozya Mtawah Jengajenga	Town planner Livingstone	Zambia	tozyam@yahoo.com
8	Ms. Precious Mubiawa	Livingstone Museum	Zambia	mubianaprecious2006@yahoo.com
9	Mr. Bovax Kachali	Senior Wildlife Ranger Zambia National Parks	Zambia	bkachali@yahoo.com
10	Mr. Hachamuna Moscal	Programme Officer Livingstone Tourism Association	Zambia	mhachamuna@gmail.com ita@microlink.zm
11	Mr. Munyika Tawanda	Principal Tourism Officer responsible for Research, Policy Planning and Development	Zimbabwe	tmunyika@gmail.com tmunyika@tourism.gov.zw +263 712 509 310 +236 775 657 538
12	Ms. Tsikadzashe Mberi	Regional Manager for Victoria Falls Zimbabwe Tourism Authority	Zimbabwe	tsika@ztzim.co.zw tsikamb@gmail.com +263 13 44380 +263 774 027 246
13	Mr. John Sithole	Assistant site Manager Zambezi National Park	Zimbabwe	jsitholej@yahoo.co.uk jsitholej@zimparks.co.zw +263 776 081 082
14	Mr. Tinaapi Hilary Madiri	Victoria Falls Maletsi Complex	Zimbabwe	hilarymadiri@yahoo.com +263 773 289 298
15	Ms. Cathrine Hove	Victoria Falls Zimbabwe National Parks	Zimbabwe	cathrinehove@yahoo.com hove@zimparks.co.zw +263 773 473 128 +263 712 307 129
16	Ms. Petronilla Manikwa	Victoria Falls Zimbabwe National Parks	Zimbabwe	pmanikwa@zimparks.co.zw manikwap@yahoo.com +263 773 411 186
17	Ms. Daphne Mukaronda	Culture Programme Officer Zimbabwe National	Zimbabwe	dmukaronda@gmail.com +263 4 702150

		Commission for UNESCO		+263 772 833 261
18	Mr. Chasara Cleopas	Principal Tourism Officer (Domestic Tourism Directorate based in Victoria Falls)	Zimbabwe	cleopaschasara@yahoo.co.uk +263 772 915 060
19	Ms. Diana Sitotombe	Victoria Falls Zimbabwe Tourism Authority	Zimbabwe	dianasitotombe@gmail.com diana@ztazim.com +263 712 545 130
<i>Coordination and Resource team</i>				
20	Mr. Peter Debrine	Senior Project Officer of Sustainable Tourism UNESCO World Heritage Centre	France	p.debrine@unesco.org
21	Mr. James Rebanks	UNESCO Consultant	England	james@rebanksconsulting.co.uk jamesrebanks@me.com
22	Ms. Pamela Mac Quilkan	Programme Officer African World Heritage Fund	South Africa	PamelaM4@awhf.net
23	Ms. Yvette Kaboza	Culture Officer UNESCO Multisectoral Regional office Harare	Zimbabwe	y.kaboza@unesco.org

c. 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	<u>Organisation:</u> 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	<u>Tourism strategy:</u> 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	<u>Protection of OUV:</u> There are measures in the overall management regime to preserve and protect the OUV of the property.
1.4	<u>Stakeholder participation:</u> 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	<u>Site interpretation:</u> 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	<u>Promotion:</u> 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	<u>Heritage protection:</u> Protected artefacts and wildlife (products) are not illegally sold, traded or displayed.

1.8	<u>Preventing exploitation:</u> 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.