



World Heritage and Sustainable Tourism

SUSTAINABLE TOURISM CAPACITY BUILDING IN 4 AFRICAN WORLD HERITAGE DESTINATIONS



Initiation workshop

Cape Maclear, 7-9 March 2015

Lake Malawi National 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-oo-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 7-9th March 2015

The third initiation workshop of the project took place in Cape Maclear with the Lake Malawi National Park World Heritage Site from the 7-9 March 2015. Lake Malawi National Park, a natural World Heritage Property inscribed in 1984, is located at the southern end of the great expanse of Lake Malawi. The national park is home to many hundreds of fish species, nearly all endemic.

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 Chembe Eagles Nest Lodge in Cape Maclear, Malawi from the 7-9th March 2015. *See appendix 1 for the programme.*

2. Workshop participants

Ten participants attended the meeting from a variety of stakeholders: National parks and Wildlife, the Lake Malawi National Park, the Tourism department, the tour guide association and the lodge owners association for Cape Maclear. 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- 7-9th March 2015

- 3.1 A brief introduction was provided on the first day of the workshop, followed by a practical site visit 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. Participants visited Kayak Africa, the largest tour operator in Cape Maclear, and took a boat trip to Mumbo Island to view the accommodation available. The participants also visited the environmental centre of the National Park which includes the educational museum, school dormitories and an aquarium.
- 3.2 The second day of the workshop commenced with an opening ceremony with remarks provided by the Director of National Parks and Wildlife, Mr. Brighton Kumchedwa, who stressed the increasing importance of tourism for the economy of Malawi. The workshop proceedings then continued with the main introductory presentations by the resource team on the background of the programme and toolkit. In particular, the concept of a destination was highlighted. 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 Malawian participants

were informed of the need to look at the larger destination covering not only the World Heritage Site but also the villages, towns and activities that surround the site.

- 3.3 Presentations were given by the participants concerning the current visitor statistics, activities and facilities available. Further introductory presentations were also provided by the resource team on 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.
- 3.4 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.
- 3.5 The participants completed a SWOT analysis (strengths, weaknesses, opportunities and threats) for the destination as well as identified four common strategic issues that they believe should be addressed in the sustainable tourism strategy. The SWOT analysis revealed many similar issues crosscutting both tour operators and park management highlighting the same four strategic priorities for the tourism strategy: the creation of a destination management organisation; a holistic tourism vision for the whole destination; capacity building in tourism, park values and guiding; and fundraising.
- 3.6 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 four key priorities identified. During the follow-up workshop, the strategy will be consolidated for a destination approach.

C. WORKSHOP RESULTS

1. SWOT Analyses Lake Malawi National Park Destination

STRENGTHS	THREATS
<ul style="list-style-type: none"> - Community and way of life - Outstanding Universal Values - Natural beauty, fresh water, Islands, mountains - View, sunrise and sunset - Beautiful beaches and clean water - Sacred and endemic fish, variety of fish species, over 500, Scientific study area - Diversity of plant species and birds - Early missionaries' graveyards - Relatively easy access compared to other Malawian National Parks - Accessible all year round - Infrastructure in place on ground which can allow to develop other systems - Variety of accommodation available - Warm climate - Safety and security - Park structures are in place and resources available to assist - Communication utilities in place to allow for online communication with foreign visitors 	<ul style="list-style-type: none"> - Negative perception by tourists - Lack of economic revenue from Park - Lack of appreciation of OUV - Lack of land to handle population growth - Resources cannot suffice population demand - Uncontrolled development - High demand on natural resources of property – firewood and fish - Negative publicity – poor marketing by authorities - Illegal and increasing fishing activities (threat to sacred fish species) - Complacency by all stakeholders - Mining proposals - Siltation and pollution - Population growth - Decreasing number of tourists - Donor goodwill not always reliable
WEAKNESSES	OPPORTUNITIES
<ul style="list-style-type: none"> - Long distance from airport - Fragmented property (not one entity like other parks) - Inadequate operation resources to manage property - Lack of coordination among stakeholders in the destination - Poor exchange of information among stakeholders - Inadequate communication and information on OUV of property - Magazines/signage not adequate - Lack of global profile – poor marketing - Lack of training on OUVs and importance of Park among tour guides, communities and tour operators (so interpretation not necessarily correct or coordinated) - Lack of banking services for visitors and community - Short stay period for visitors - Insufficient diversity of tourism activities (some activities are redundant) - Waste management – littering, no proper waste disposal site, not updated - No community development plan for villages 	<ul style="list-style-type: none"> - Availability of governance structures – tour guide association, government sectors, Masalapa, village natural resources committee - OUVs – natural, beauty and sacred fish - Can interact with embassies, foreign affairs and airport to help share the vision - Media available to disseminate information - Develop and improve itineraries, can state where and when they go - Home stays, could take 1 or 2 visitors to teach and educate people how they live and cook - Training and accreditation of guides - Dialogue with traditional leaders and other existing development structures - Develop proposals for funding – UNESCO/AWHF - Power grid – electricity in this destination so internet and email is available to disseminate information easily - Potential for other countries/organizations to help with developing items such as websites

<ul style="list-style-type: none"> - Lack of community ownership (tour lodges and activities) and thus lack of support for the Park - Negative perceptions among tourists in terms of health (malaria, bilharzia) - Misuse of natural resources by local community - Communities do not understand the existence and values of park - Lack of coordination among stakeholders- national park, tour operators and local communities - Not enough control of development in villages - No tourism strategy on ground - Inadequate information for tourists by both Park and lodges - Illegal fishing - Lack of collection of revenue in park - Poor monitoring of ecological behaviour - Lack of an information centre 	<ul style="list-style-type: none"> - High potential for increasing visitor numbers - Potential for involving local communities in tourism activities - Government gives funding to National Park – 50% - Donor funding opportunities available - Branding and marketing opportunity - Opportunity to connect with different stakeholders - Opportunity for development in community and the National Park - Training stakeholders - Diversity of fish, cultural sites, historical sites – product available – just needs to be packaged and branded - Alternative means of income for local communities (through tourism and Masalapa) - Increase park revenue – through increased number of visitors if improve marketing strategy - Proposed international airport in Mangochi
--	--

2. Key strategic objectives identified for sustainable tourism strategy

4 KEY STRATEGIC PRIORITIES:

1. Unified tourism vision/strategy
2. Destination management organisation
3. Tourism capacity
4. Fundraising

2.1 Unified tourism vision/strategy: (refer to guide 2 of the toolkit)

Creation of a unified tourism vision/message for destination which covers the Outstanding Universal Values, tourism activities, history of village etc. that can be distributed to visitors, tour guides, operators, and airports.

- a. Develop a clear message on destination
- b. Develop 6 natural and 6 cultural activities to do in the destination (explaining how tourists would fill 3 days and 6 days)
- c. Community activities need to be part of cultural and natural activities
- d. Do's and don'ts for visitors and operators

2.2 Destination management organization: (refer to guide 3 & 4 of the toolkit)

Creation of a destination management organization to meet 4 times a year to include representatives of all stakeholders to begin dialogues between community (Chiefs), tour operators, Lodges, National Park, National tourism department, tour guides etc.

- e. Engage community on the opportunities of tourism
- f. Develop a community/village development plan
- g. Develop a brief clear communications strategy
- h. Sensitization of stakeholders

2.3 Tourism capacity: (refer to guide 7 of the toolkit)

Increase capacity of all stakeholders in sustainable tourism and in the values/vision of the destination, in particular, tour guiding.

- a. Link up with UNESCO and National Federation of Tour Guides on possibility of organizing training
- b. See possibilities of National Parks and Wildlife providing wildlife training
- c. Could be a focus for the third specialized workshop

2.4 Fundraising opportunities: (refer to guide 9 of the toolkit)

- a. Look at possibilities to get international assistance in creating websites etc.
- b. Tap into the 2003 (intangible heritage) and 2005 (cultural diversity) Conventions and the possibilities available
- c. Connect with the UNESCO National Commission of Malawi
**Resource team to supply information*

D. 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 June 2015. 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.

The participants created an action working plan for the follow-up phase to guide the development of the tourism vision and strategy. See below for the action plan.

NO.	ACTIVITY	HOW	WHEN	RESPONSIBILITY	Remarks
1. Unified tourism vision/strategy					
1a	Develop a clear message on destination	Stakeholders meeting	By 30 th March,2015	PM/AJ	Allan to sponsor
1b	Develop 6 natural and 6 cultural activities to do in destination	Meeting after collecting the information	By 30 th March,2015	Medson, Makulu (culture) and PHILLIP	
1c	Communities Activities need to be part of cultural and natural activities	EE and Tour guides to meet local institution at Cape Maclear Stakeholders meeting	By 30 th March	LMNP/TOUR GUIDE	
1d	DO'S and DON'TS for visitors and operators	Consultation with the community, checking the National Park code of conduct, literature review	BY 30 th March	Mgt and Utilization DOT	
2. Destination management organization					
2a	Engage community on opportunities to make money	Talk to community	By 30 th March	Laxon and National parks	
2b	Communications strategy	Talk to all stake holders	Refer to 1a	AJ/PM	
2c	Sensitization of stakeholders to meeting		30th March	All groups	
3. Tourism capacity					
3a	Tourism capacity	Write up a list of needs for guides	After 1 st meeting	National parks(of Malawi), Tour guides	
4. Fundraising opportunities					
4a	Fundraising opportunity	Look at possibilities to get international assistance		James Rebanks	
4b		Tap into the possibilities available into the 2003 and 2005 Convention		Yvette Kaboza	
4c		Connect with UNESCO National Commission		AD (DNPW)	Last of the activity after the proposal have been developed

E. CONCLUSION

The workshop successfully brought together a variety of stakeholders to think strategically about sustainable tourism in the whole destination based on the conservation of the site. Clear challenges and opportunities were highlighted and four strategic priorities were identified that will form the basis of the overall tourism destination strategy. The participants highlighted the need to create a destination management organization consisting of all the relevant stakeholders of the destination in order to: sensitize the stakeholders on the values of the World Heritage property and to engage the community in tourism and on the priorities for the tourism strategy taking into account the conservation of the site. The need to create a unified tourism vision/message for the destination was emphasized as a key priority. The tourism vision needs to cover all relevant information for the tourism industry such as the Outstanding Universal Values of the property, tourism activities, and the history of village. The participants identified the lack of sustainable tourism capacity for all stakeholders, in particular the need to capacitate tour guides on the values of the destination. The last priority for the tourism strategy is the need to review and focus on fundraising efforts.

F. ACKNOWLEDGMENTS

We would like to thank the State Party of Malawi for participating in the project, in particular the participants for their active involvement and enthusiasm in working towards a tourism vision and strategy. Further we would like to thank the Department of National Parks and Wildlife of Malawi and the Chembe Eagles Nest Lodge for welcoming the participants and hosting the workshop in Cape Maclear. 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 to the Initiation workshop from the 7-9th March at Cape Maclear, Malawi.

A. APPENDICES

1. Workshop programme

DAY 1: Saturday 07 March		
SITE TOUR Lake Malawi National Park World Heritage Site		
<i>Time</i>	<i>Item</i>	<i>Comments</i>
09:00-09:30	Introductory session	Chembe
09:30-17:00	ORIENTATION SITE VISIT	Meet in reception
DAY 2: Sunday 08 March		
SESSION 1: Opening and Introduction		Venue: Chembe Eagle's Nest Lodge
<i>Time</i>	<i>Item</i>	<i>Comments</i>
09:00-09:30	-Introductory remarks by Host -Introductory remarks by Organisers	Lake Malawi NP UNESCO/AWHF
09:30-09:45	-Introduction to Project – Aims and expected results of workshop	Pamela Mac Quilkan (PM)
09:45-10:30	-Introduction to WH Sustainable Tourism Programme	Peter Debrine (PD)
<i>Coffee/Tea break 10:30-11:00</i>		
11:00-12:00	-Introduction to sustainable tourism	James Rebanks (JR)
12:00-13:00	-Presentation on key issues by destination stakeholders	All participants
<i>Lunch 13:00-14:00</i>		
SESSION 2: Working sessions		Venue: Chembe Eagle's Nest Lodge
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
<i>Coffee/Tea break 15:30-16:00</i>		
16:00-17:00	Group work	All participants
17:00-17:30	Group work Presentations	Groups 1-3
DAY 3: Monday 09 March		
SESSION 3: Working sessions		Venue: Chembe Eagle's Nest Lodge
09:00-09:30	Guide 2: Developing a strategy	PD & JR
09:30-10:30	Group work – SWOT analysis	All participants
<i>Coffee/Tea break 10:30-11:00</i>		
SESSION 4: Strategic priorities		Venue: Chembe Eagle's Nest Lodge
11:00-11:30	Group work – SWOT analysis	All participants
11:30-12:00	Group work presentations – SWOT analysis	Groups 1-3
12:00-13:00	Consolidation of results into a Master SWOT Discussion on strategic priorities	JR & participants
<i>Lunch 13:00-14:00</i>		
SESSION 5: Work Plan		Venue: Chembe Eagle's Nest Lodge
14:00-14:30	Discussion on action plan and way forward	PM & participants
14:30-15:30	Group work	All participants
<i>Coffee/Tea break 15:30-16:00</i>		
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

LIST OF PARTICIPANTS

Activity: Initiation workshop

Venue: Lake Malawi World Heritage Site

Date: 7-9th March 2015

	NAME	AFFILIATION	COUNTRY	CONTACT DETAILS
<i>Workshop participants</i>				
1	Mr. Alex Benson Chunga	Park Manager , Lake Malawi National Park	Monkey Bay, Malawi	alexchung70@yahoo.com
2	Mr. Dyce Allan Kamwana	Parks and Wildlife Law Enforcement Officer, Lake Malawi National Park	Monkey Bay, Malawi	kamwanadyce@gmail.com
3	Mr. McPhillip Rosary Mwithokona	Education and Extension Officer, Lake Malawi National Park	Monkey Bay, Malawi	phillipmwitho@gmail.com
4	Mr. Patrick Chinguwo	Senior Assistant Parks and Wildlife Research Officer, Lake Malawi National Park	Monkey Bay, Malawi	pchinguwo@gmail.com
5	Ms. Constance Makonokaya	District Tourism Officer, Malawi Ministry of Information and tourism, Mangochi Office	Mangochi, Malawi	makonokayacossie@yahoo.com
6	Mr. William Oscar Mgoola	Assistant Director, Department of National Parks and Wildlife Head Office Lilongwe	Lilongwe, Malawi	wmgoola@yahoo.co.uk
7	Mr. Medson Gregory John Makuru	Heritage Manager, Chongoni Rock Art WHS	Lilongwe, Malawi	medsonmakuru@yahoo.com
8	Mr. Lackson William Maliwanda	Vice Chairman of Cape Maclear Tour Guide Association	Cape Maclear, Malawi	luckysonmalawi@yahoo.com
9	Mr. Alan Abraham Joffe	Chairman of the Cape Maclear Lodge Owners Association Owner of Mgoza Lodge	Cape Maclear, Malawi	alan@mgozalodge.com
10	Mr. Franklyn Nyirenda	Staff Manager, Kayak Africa (tour operator)	Cape Maclear, Malawi	joseph@kayakafrica.com ; jurie@kayakafrica.com
<i>Coordination and Resource team</i>				
11	Mr. Peter Debrine	Senior Project Officer of Sustainable Tourism, UNESCO World Heritage Centre Paris	France	p.debrine@unesco.org
12	Mr. James Rebanks	UNESCO Consultant	England	james@rebanksconsulting.co.uk jamesrebanks@me.com
13	Ms. Pamela Mac Quilkan	Programme Officer African World Heritage Fund	South Africa	PamelaM4@awhf.net
14	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	<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.