



Tourism Planning in Natural World Heritage Sites

Professor Susanne Becken

Ms Cassandra Wardle

**Griffith Institute for Tourism
Research Report No 13**

January 2017

ISSN 2203-4862 (Print)

ISSN 2203-4870 (Online)

ISBN **978-1-925455-25-0**

Griffith University, Queensland, Australia

Peer Reviewer:

Prof Hubert Job, University of Wuerzburg, Germany

About this report:

This report provides an assessment of tourism planning in natural and mixed World Heritage Areas. It follows an expert workshop on “Economic impacts of tourism in Protected Areas”, held from 21-25 September 2015 at the UNESCO-Wadden Sea World Heritage Visitor Centre in Wilhelmshaven, Germany. It also relates to the Global Sustainable Tourism Dashboard indicator of tourism planning in protected areas. In response to these other initiatives, a more detailed investigation of the extent of tourism planning in World Heritage listed sites was deemed necessary.

Disclaimer:

This report has been commissioned by UNESCO. Griffith University has been entitled by UNESCO to publish this report online. Any query related to copyright use and/or for distribution should be addressed to the World Heritage Centre of UNESCO.

Information is provided in good faith based on information sourced obtained through online search. By using this information you acknowledge that this information is provided by Griffith Institute for Tourism (GIFT). You agree to release and indemnify GIFT for any loss or damage that you may suffer as a result of your reliance on this information. GIFT do not represent or warrant that this information is correct, complete or suitable for the purpose for which you wish to use it. The information is provided to you on the basis that you will use your own skill and judgement, and make your own enquiries to independently evaluate, assess and verify the information’s correctness, completeness and usefulness to you before you rely on the information.

Executive Summary

Tourism is growing at a fast pace and visitation to World Heritage Sites is increasing, leading to a wide recognition of the need to manage visitors. For tourism in natural areas to be a driving force and mechanism for conservation, adequate management strategies are critical. This project focused on the extent of tourism planning in natural and mixed World Heritage sites. In addition to a general assessment of planning in the 229 World Heritage areas, this study involved an in-depth analysis of English and Spanish-language tourism management plans and strategies via targeted content analysis. The focus was on visitor number monitoring and measurement of economic impact, and how plans address important elements of sustainable tourism management identified by UNESCO.

The results show that just under half of the natural/mixed World Heritage Sites (42%) have a general management plan that is available to the public via the Internet. Of the 96 WHS with a management plan, 84 sites address tourism in an integrated way as part of their general management plans. In addition to these, it was found that 11 sites have a publically available in-date stand-alone tourism management plan. Further plans were identified that addressed tourism but were out of date. In summary, there are 105 sites (46%) for which the research team could not locate a clearly accessible and in-date tourism plan, either as part of a general management or a stand-alone tourism plan.

The extent of tourism planning varies. Just 65 sites (28% of all) have an in-date and extensive level of tourism planning. This can include stand-alone tourism management plans, as well as general management plans that cover tourism specifically.

Several factors appear to correlate with the existence of effective tourism planning documents. The level of development, for example, appears to be one driver. Those with extensive tourism planning, for example, are broadly distributed across the measure of the Human Development Index. All three natural World Heritage areas in least developed countries display excellent tourism planning documentation. Possibly this is due to their iconic status that receives large scale visitation and global attention. Further, sites with a tourism planning document that is classified as 'moderate' or 'minimal' tend to be located in more developed countries. In contrast, sites with no plan or an outdated tourism plan tend to be in less developed countries.

The analysis also shows that properties that are on the 'List of World Heritage in danger' are less likely to have a tourism management plan or strategy.

Out of the 46 sites with extensive tourism plans in either English or Spanish language, 27 (80%) reported that they record visitation data. Furthermore, revenue monitoring, or a method for estimating an economic impact, is mentioned by 28 out of the 46 sites (61%). Several methods are discussed in the tourism plans, including entry fees/permits, expenditure data from visitors, estimates from visitor numbers, and company revenue and employment data.

In UNESCO's World Heritage Resource Manual: Managing Natural World Heritage released in 2012, guidelines were put forward to assist development of good practice management in World Heritage Sites. These were used to examine the extensive tourism management plans and strategies, showing that there is generally a high level of congruence between the UNESCO elements and the content in the tourism plans. For example, forty-four sites (96%) outline the site's Outstanding Universal Value (OUV) and discuss linkages to World Heritage and UNESCO, and all sites in the detailed analyses report on visitor facilities. The least discussed area is that of the costs of monitoring tourism impacts.

There are also continent-specific differences observed with regard to key elements of tourism planning. Sites in North America are particularly likely to survey visitors and their perceptions, and also use indicators to monitor impact. Zoning is addressed in most WHS plans, although only a minority of the European WHS plans discuss zoning. According to the plans analysed here, European sites are also rarely using concessions as a means for managing business activity and tourism use.

Level of development also seems to influence what is addressed in plans. Developed countries, for example, are less likely to refer to zoning than developing countries. They also seem less engaged in monitoring visitor trends. However, developed countries are more likely to discuss the costs of monitoring and the use of indicators. Community engagement is addressed strongest in tourism plans of WHS in least developed countries. Not that there were only three least developed country World Heritage areas. Also, the use of concessions appears more prevalent in developing countries than developed countries.

The report concludes by recommending that tourism planning in natural and mixed World Heritage areas needs to be extended; ideally under a unified framework that allows some consistency across areas in terms of indicators and methods. Visitor monitoring and the measurement of economic impacts might be two areas that could be prioritised in the process of developing a globally accepted reporting framework, specifically for tourism in WHS.

TABLE OF CONTENTS

Executive Summary.....	1
1. Context.....	6
1.1 Background.....	6
1.2 Aim.....	6
2. Method.....	8
2.1 Data collection.....	8
2.2 Segmentation.....	8
2.3 Analysis.....	9
3. Results.....	12
4.1 Tourism Planning Broadly.....	12
4.1.1 Management Plans.....	12
4.1.2 Stand-alone Tourism Plans.....	12
4.1.3 Tourism Management Strategies.....	13
4.1.4 Extent of Tourism Planning.....	14
4.1.5 Relevant Factors.....	15
4.2 Exploration of Extensive Tourism Planning.....	18
4.2.1 Visitation Monitoring.....	18
4.2.2 Revenue Monitoring.....	19
4.2.2 UNESCO elements referred to by sites with extensive tourism planning.....	20
5. Recommendations.....	31
6. References.....	33
7. Appendix.....	34

1. Context

1.1 Background

Natural World Heritage Sites (WHS) are widely recognized as the world's most important protected areas. As of June 2016, there are 229 natural WHS globally, representing about 0.1% of the total number of protected areas. However, with a total coverage of 279 million hectares the natural WHS account for over 8% of the combined surface area covered by protected areas (International Union for Conservation of Nature, 2014). They are therefore critically important for achieving global conservation goals.

Tourism has long been discussed as an important vehicle to achieve conservation outcomes, but also as a potential source of negative impacts. Decades of academic research and practical experience have shown that the relationship between tourism and protected areas is complex, partly because of the often conflicting economic focus of tourism and the conservation priorities of protected areas stakeholders (Wilson et al. 2009). In particular, conservation goals may be compromised by the negative impacts sometimes resulting from visitation and business activities (Jamal & Stronza, 2009). However, tourism and recreation have often been among the key motivators for land preservation since the establishment of the earliest national parks (Liburd, 2006).

Tourism is growing globally at consistent rates of 4-5% per annum; and in some regions growth is much higher. Accordingly, visitation to World Heritage areas is increasing and there is broad recognition of the need to manage visitors. For tourism in natural areas to be a driving force and mechanism for conservation, adequate management strategies are critical. This is particularly important in the context of both local and global changes that place new management challenges onto protected area managers (Becken & Job, 2014).

Despite the early focus on recreation and enjoyment of nature by people, the UNESCO World Heritage Convention (1972) makes only a single mention of tourism, namely in Article 11.4. This article refers to properties on the "List of World Heritage in Danger", whereby tourism is seen as a risk factor that threatens both natural and cultural heritage, for example as a result of overuse and physical damage. In more recent times, UNESCO has become more actively involved in tourism planning, monitoring and sustainable management through its international frameworks and guidelines. Here, the goal is to develop consistent approaches that help managers to protect the heritage and at the same time facilitate sustainable tourism development (UNESCO, nd).

UNESCO's work in relation to tourism planning in World Heritage areas is closely linked to their contribution in implementing the Sustainable Development Goals. SDGs 14 and 15 relate directly to the protection of marine and terrestrial natural resources and biodiversity, but also SDG 4 on education is highly relevant. WHS present a unique opportunity to facilitate education of visitors on the natural environment, ecosystem dynamics and the need for protection. Other goals that relate to poverty alleviation (e.g. SDG 1) and equal and viable employment opportunities (e.g. 8, 9, 10) may also relate to the establishment or ongoing existence of WHS, especially when these constitute the backbone of a thriving tourism industry, often in developing countries.

1.2 Aim

This project seeks to determine the extent of visitor management planning in natural and mixed World Heritage areas broadly, and in addition to establish the level of detail of visitor

management and adherence to minimum requirements put forth by UNESCO.

More specifically, this study also involved an in-depth analysis of English and Spanish-language tourism management strategies and plans via targeted content analysis, with a particular focus on visitor number monitoring and measurement of economic impact, and how plans address important elements of sustainable tourism management as identified by UNESCO.

2. Method

2.1 Data collection

Since there is no existing database of management plans from natural and mixed WHS, the first step in this project was to undertake a comprehensive search of these areas worldwide and develop a database.

A list of all 229 natural and mixed WHS was used to search the Internet for the existence of tourism management plans and general management plans for all sites. Over two-thirds of the sites are located in countries where English is not an official language and therefore Google Translate was used to search in multiple languages. As a result of the search, a database was compiled which contained the identified tourism planning information for each of the 229 sites, including web links to the relevant plans and strategies, as well as other variables including site specific data such as the year of inscription for each site and whether they are 'in danger'.

Only plans for the World Heritage areas were included. If a particular WHS is made up of multiple national parks, the management plans for these individual protected areas were not used in this study. This is a limitation but reflects the aim of this research, whereby the degree of tourism planning across a World Heritage (and not individual parts) was of interest.

Another limitation is that some World Heritage areas may have management plans but do not make them available as online documents. In those cases, the search would not have captured them. However, in some cases management plans were mentioned online for some sites, even though they could not be located or downloaded as such. These were recorded as such.

2.2 Segmentation

To gain some insight into possible factors that might influence the level of tourism planning, additional data were collected that allow for a segmentation of WHS into different groups. Table 1 shows the variables that were added to the database for each site.

Table 1: Variables potentially relevant to understanding of tourism planning patterns in World Heritage Sites (WHS)

Variable	Data Source
Continent	
Category of WHS (on danger list or not)	UNESCO
Age of WHS	UNESCO
Country specific data	UNWTO
- Tourism arrivals	
- Tourism receipts	UNWTO
- Tourism and travel policy subindex	Travel & Tourism Competitiveness Index Dataset
- Tourism / travel industry % of GDP	Travel & Tourism Competitiveness Index Dataset
- Number of world heritage sites within each country	UNESCO
- Development level of country	United Nations Committee for Development Policy
- UNDP HDI	UNDP, Human Development Data

2.3 Analysis

The analysis took place in two stages. First, all 229 World Heritage areas were examined in terms of their general management and tourism management plans. Second, those WHS that were identified as having extensive planning for tourism were analysed in greater detail. It is important to note that management plans, management strategies and sustainability plans were included. The boundaries between these types of documents are blurred and it was not the purpose of this analysis to distinguish between the different forms of planning. However, from here on tourism management strategies in this report refer instead to the type of planning that is used for tourism management i.e. either tourism management is integrated into a general management plan or is covered in its own individual (stand-alone) plan.

Stage 1:

The documents identified for each of the 229 sites were first coded according to four criteria:

1. Management plans: 'current plan exists and is publically available', 'plan exists but unable to locate', 'old plan is publically available', 'old plan was found but a new plan is under review', 'old plan exists but unable to locate', 'no previous plan but a plan is under preparation', and 'no mention of a plan could be located online';
2. Tourism management plans: 'current plan exists and is publically available', 'plan exists but unable to locate', 'old plan is publically available', 'old plan was found but a new plan is under review', 'old plan exists but unable to locate', 'no previous plan but a plan is under preparation', and 'no mention of a plan could be located online';
3. The type of tourism management strategy was assessed: stand-alone tourism management plan (if it existed) vs tourism is integrated into a general management plan; and
4. The extent of tourism planning for those World Heritage areas that addressed tourism either through a stand-alone tourism plan, or as part of, and integrated with, a general management plan: 'extensive', 'moderate' and 'minimal'.

By definition, all stand-alone tourism plans were classified as extensive. Those integrated management plans that covered tourism in great detail, usually through entire chapters or sections on tourism, or those that incorporated tourism significantly into most aspects of the plan were also classified as extensive. This was, however, slightly subjective as the amount of text or the number of times tourism was mentioned throughout the document was not always indicative of the detail or quality of the information provided. As a general rule, management plans with less than two pages of text dedicated to tourism management were classed as moderate and those with less than a page were classed as minimal. Translation programs were used to scan plans in languages other than English.

These results are based on tourism and general management plans that could be found online, and it is possible that some sites have adequate tourism or general management plans that could not be located. Although Google Translate was used to search in multiple languages including languages such as Arabic that do not use the ISO basic Latin alphabet, it is possible that this search approach was not comprehensive. Furthermore, only in-date plans were used for detailed analysis. However, leniency was given as to the time frames of management plans, with only those that provided specific end dates considered to be out-of-date or 'old'.

A high level assessment was then undertaken to establish the possible influence of the variables in Table 1 on the existence and depth of planning documents. In this exercise, general management plans were considered as well as stand-alone tourism management plans. The extent of tourism planning was examined as well. This was in order to obtain a first

insight into the drivers of tourism planning in WHS.

Stage 2:

Sixty-five sites were found to have extensive tourism planning. This stage involved using a targeted content analysis of the extensive tourism management strategies to examine how many of these address three key areas:

- i) monitoring of visitation values and the methods or protocols used for this;
- ii) visitor revenue and a method for estimating an economic impact measure, for example, entry fees; and
- iii) basic tourism management elements . Due to the language barrier this was performed only on plans in English and Spanish. This covered 46 (71%) of those sites with extensive tourism planning, with the remaining 29% of sites made up of eight other languages.

The basic tourism management elements refer to those specified in section 5.3 of the UNESCO World Heritage Resource Manual: Managing Natural World Heritage (2012). Tourism management strategies were analysed against these elements to determine how well these plans align with the basic UNESCO requirements. Two¹ of the ten original elements in the manual could not be determined on the management plans alone, and further investigations would be necessary to assess these elements.

Several of the remaining elements were disaggregated further, for example the UNESCO element of 'Monitoring and Research' was broken down into four distinct aspects, namely monitoring research, monitoring costs, indicators and carrying capacity. Finally, and in addition to the elements identified from the UNESCO manual, the tourism planning documents were specifically assessed in terms of their 'reporting' activities (e.g. through Annual Reports).

The above process resulted in a total of 13 elements that were assessed for each of the tourism planning documents (see Appendix for complete list):

1. Links tourism to World Heritage management and conservation of Outstanding Universal Value (OUV),
2. Zoning,
3. Community engagement,
4. Understanding tourist's views of the sites,
5. Visitor trends,
6. Monitoring/ research,
7. Monitoring costs,
8. Indicators,
9. Carrying capacity,
10. Visitor facilities at the site,
11. Concessions,
12. Visitor interpretation, and
13. Reporting.

¹ The two elements that could not be assessed by looking at the tourism/general management plans were:

- "Connection with wider landscapes and destinations", which states that "World Heritage sites should be integrated into wider country or regional development plans for tourism, and should where possible influence these plans"; and
- "Ensure that tourism industry links with the site are appropriate" which deals with "ensuring that managers have an understanding of the tourism market: how the tourism industry is organized and the tourism industry's vision and marketing of the site".

It must be noted that the results of this analysis are based solely on the examination of management and tourism plans (where available), and that relevant information may instead be included in annual reports or other site documentation. However, this research makes the assumption that management plans form the foundation for the management of protected areas. As a result, all important information (including on tourism management) should at least be stated or referred to in these plans. If this does not occur (and consequently the information will not get captured in this research) this could be interpreted as an indicator that tourism management is either not important or not linked sufficiently into the management plan(s).

3. Results

In the following, the findings from the two research phases are reported. First an analysis of planning at all 229 sites is presented. Key factors that might influence planning are briefly explored. This is followed by a more detailed analysis of the content that is provided in 46 extensive tourism management strategies that are in English or Spanish language.

4.1 Tourism Planning Broadly

4.1.1 Management Plans

The analysis in Stage 1 identified that as at June 2016, out of the 229 natural and mixed World Heritage Areas just under half (42%) have a general management plan that is available to the public via the Internet (Figure 1). This leaves 58% of sites without publically available, in-date management plans. Twenty-four sites (10%) appear to have a plan (due to online mentions of it) but it was not possible to locate it or access it electronically. For thirty-six sites (16%) no mention of a management plan could be located, and for the purpose of this analysis we assume that no comprehensive plan exists.

Eighteen plans (8%) are old which means that the period they cover has passed and they have not been replaced by more recent plans. Examples include:

- Purnululu National Park Management Plan 1995 – 2005
- Plan De Manejo 2007 – 2011 Parque Nacional Natural Los Katios
- Conservation Management Strategy Subantarctic Islands 1998 – 2008

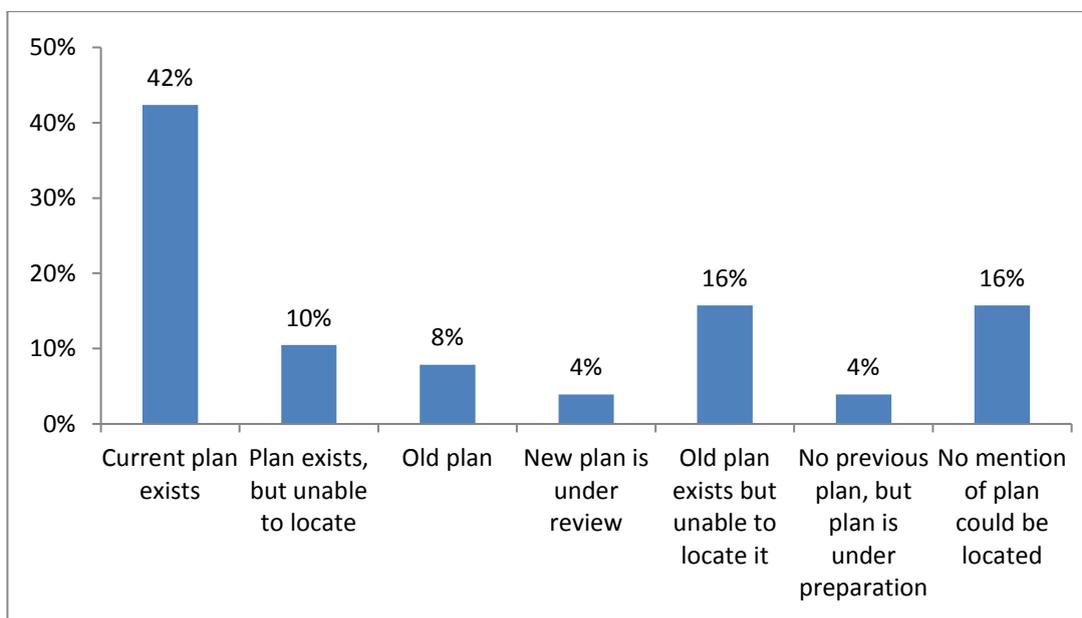


Figure 1: Proportion of natural and mixed World Heritage Sites with Management Plans.

4.1.2 Stand-alone Tourism Plans

The analysis revealed that just 11 sites (5% out of 229) have a publically available in-date stand-alone tourism management plan. Two additional sites have an out-of-date stand-alone tourism plan which is also currently under review, and a further 10 sites claim to have a stand-alone plan that could not be located by the researchers. Two out of these 10 WHS plans are

apparently in preparation and two of them are outdated (Figure 2). All sites with a stand-alone tourism plan also had a general management plan.

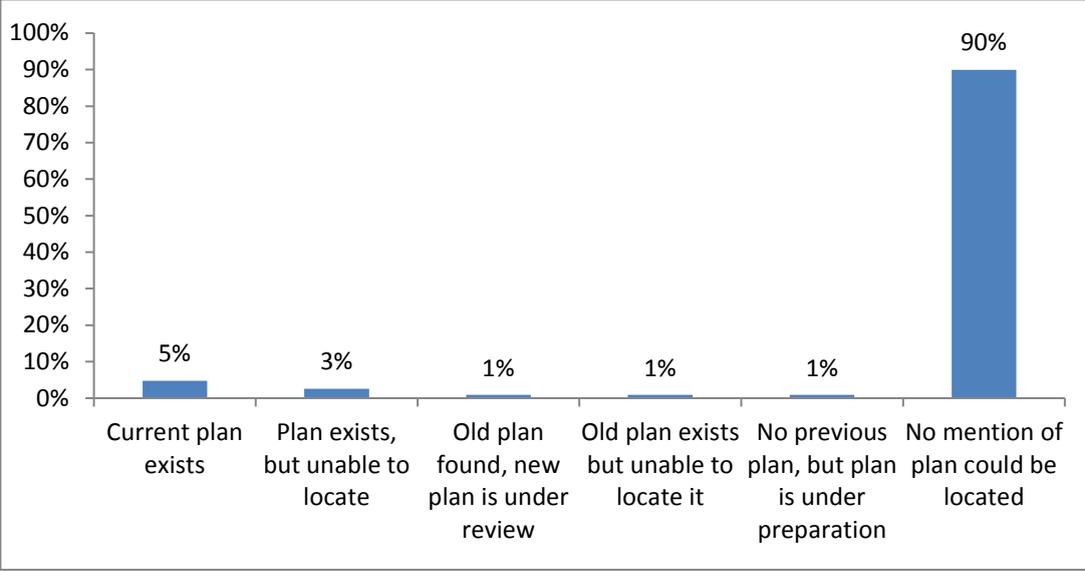


Figure 2: Proportion of natural and mixed World Heritage Sites with stand-alone Tourism Management Plans.

4.1.3 Tourism Management Strategies

There are two forms of tourism management strategies. One approach is to develop a stand-alone tourism plan (see Figure 2 above), and the other is to integrate tourism planning into the broader management plan of the World Heritage site (Figure 1).

In addition to the 11 sites with stand-alone tourism plans and the additional 12 sites with stand-alone tourism plans that could not be located or were out of date, 84 sites (37%) have an in-date management plan which incorporates tourism management (Figure 3). Thus, integrated planning seems to be relatively more common than separate tourism planning.

Stand-alone plans that were out of date or could not be located, as well as out-of-date integrated plans, were recorded separately, as sites may still be working with these plans even though the management period has lapsed. The findings show that there are 105 sites for which there are no available or clearly accessible plans, and therefore it is not possible to gain any insights into their tourism planning.

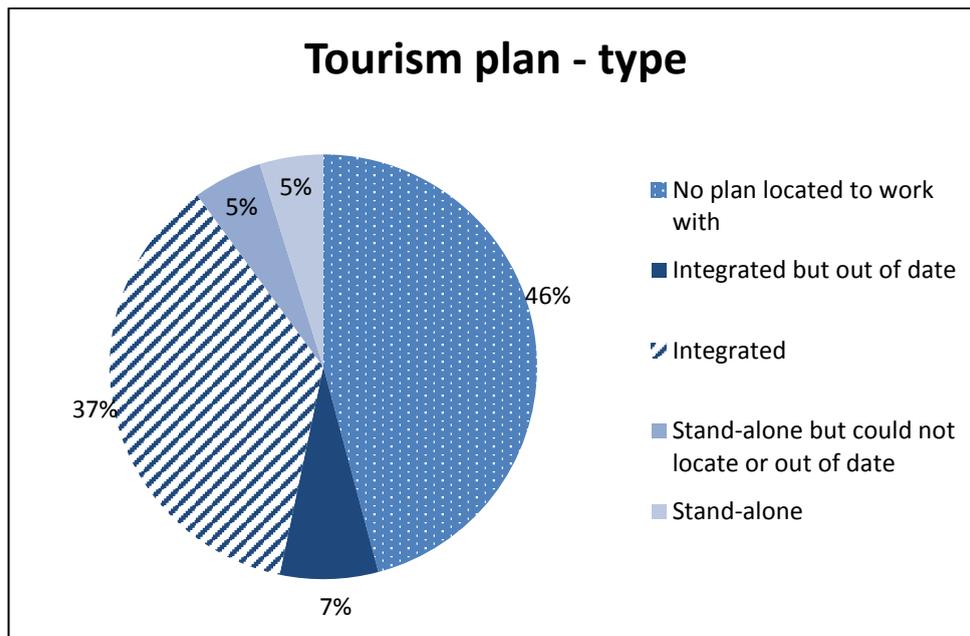


Figure 3: The proportion of natural and mixed World Heritage sites within each of the tourism management plan categories.

4.1.4 Extent of Tourism Planning

The mere existence of tourism in planning documents does not guarantee that the level of planning is sufficient. Thus, the tourism management strategies were assessed with regards to their level of detail.

Just 65 sites (28%) have an extensive and up-to-date level of tourism planning (Figure 4). As the assessment of planning extent is examining the depth of tourism management strategies, this figure refers to both stand-alone tourism management plans and general management plans that cover tourism management extensively. The 65 sites with extensive planning do not include out-of-date plans (N= 10) or those that could not be located (N= 7 claimed they had a tourism plan but it could not be found online). This means that an adequate level of planning for tourism could not be verified for 72% of sites.

The number of plans that could not be located shown in Figure 4 is higher than those presented in Figure 3, as this group now also includes the stand-alone tourism plans that could not be located.

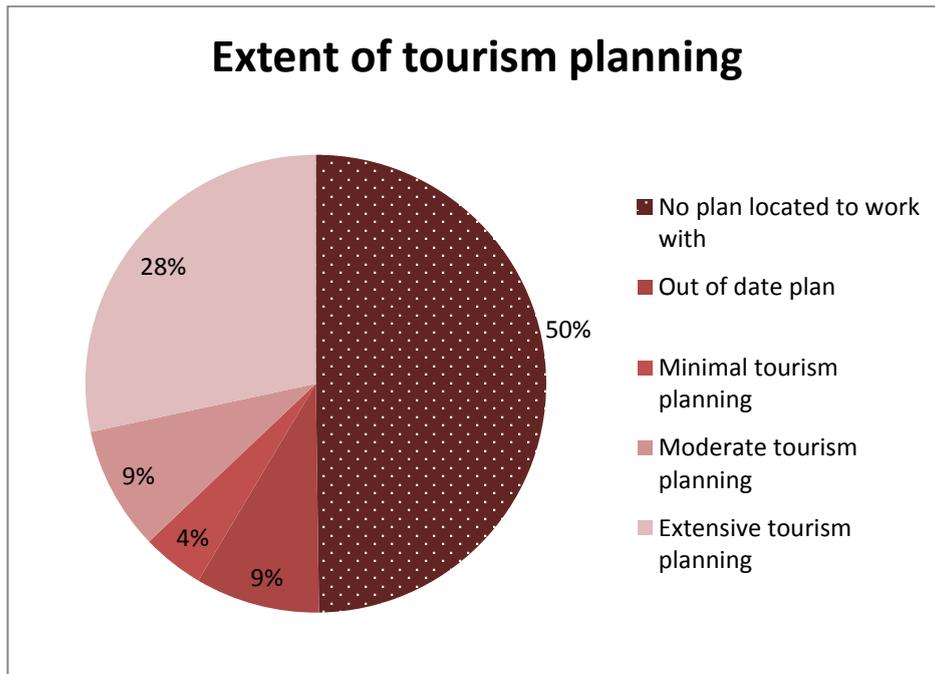


Figure 4: The proportion of natural and mixed World Heritage sites within each of the tourism planning categories.

4.1.5 Relevant Factors

To assess whether there are any patterns of planning across different types of areas, a qualitative and quantitative (ANOVA statistical tests, where appropriate) were undertaken. The findings below are a first attempt to identify trends, but more robust research is needed to uncover key drivers.

Country:

The 229 WHS are spread across 97 countries. Country/location seems to be influential in terms of planning, but statistical tests are not robust due to small sample sizes. However, a visual analysis of the results provides some interesting insights, including which countries stand out in terms of extensive tourism planning. For example, in China, out of 12 sites, 9 have an extensive tourism plan (one of which is out of date), and one additional site has a plan but it is classed as minimal. In Mexico, four out of six sites have an extensive level of tourism planning, with the remaining two having moderate tourism planning. In Australia, all of the 16 sites, except one, have some level of tourism planning although three plans are out of date.

Years since listing:

In terms of years since listing, newer/more recently inscribed World Heritage sites were more likely to have extensive planning or at least moderate tourism planning, compared with sites that had been listed a very long time ago. Possibly this reflects the more recent nature of the tourism growth phenomenon, or the greater expectations associated with tourism planning in more recent years.

'In danger':

A comparison of sites that are 'in danger' compared with those that are not identified as such, shows some interesting differences. In summary, WHS that are in danger are less likely to

have a tourism plan, as compared with other sites. More specifically, of the 18 sites listed by UNESCO as 'in danger', only two have an extensive level of tourism management, and two have a minimal level of tourism management (Figure 5). There are claims for a further five sites that a general management plan exists and for an additional two sites that general management plans are under preparation, but these could not be verified through online documentation or draft plans. For three of the in danger WHS there were mentions of an old plan, but again this could not be verified. No trace of a management or tourism plan could be located for the remaining four in-danger WHS.

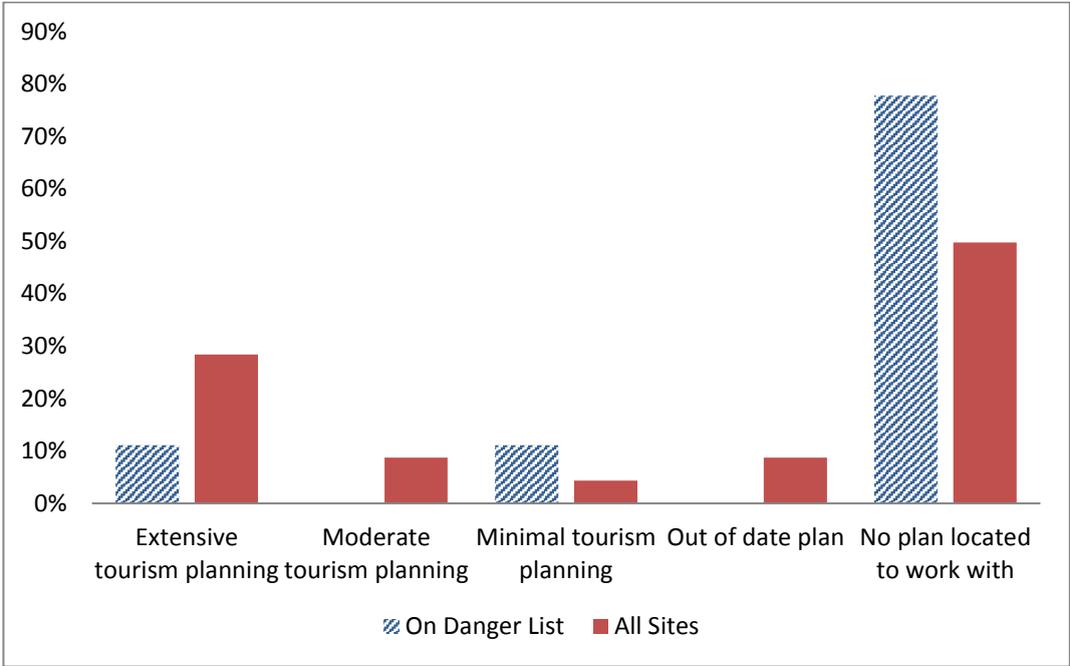


Figure 5: Comparison of the proportion of natural and mixed World Heritage sites within each of the tourism planning categories between all sites and those on the danger list.

Policy environment:

In relation to the World Economic Forum’s Travel and Tourism Competitiveness Index there seemed to be emerging patterns. The indicator of an ‘enabling policy environment for tourism’ shows that those countries with a more favourable environment are more likely to have a management plan for each World Heritage site (either existing or out of date), whereas those with lower ranked policy environments either have no plan or claim that they are preparing one. The same pattern was observed concerning the existence of a tourism plan. When analysing the extent of tourism planning there was no clear pattern, as some sites had very extensive plans despite a generally less favourable policy environment.

Economic factors:

The number of tourist arrivals to a country and tourism’s contribution to Gross Domestic Product were not systematically related to the extent of tourism planning, although there was a non-significant pattern whereby those countries with a high GDP contribution of tourism were more likely to not have an extensive tourism plan (or only an old one), than those countries where tourism was relatively less important. It is possible that this is linked to another factor, namely development status or the type of tourism. For example, a particular form of tourism (e.g. beach) could lead to a very high economic contribution in a particular country, but it is not

related to World Heritage. The tourism planning in WHS that are located in this particular country could then be under-developed. More detailed investigations would be useful.

Development measured through the Human Development Index has a significant influence on the extent of tourism planning in World Heritage sites (Figure 6). Those WHS with extensive tourism planning have a very broad distribution, but tend to be in less and least developed countries. Sites with moderate or minimal planning tend to be located in more developed countries. Instead, WHS with no plan or an old plan are more likely to be in less developed countries. They include some of the iconic sites, such as the Serengeti or Bwindi areas in Africa. Interestingly, when looking at management plans more broadly, World Heritage sites in developed countries are significantly more likely to have a plan than those in less or least developed countries.

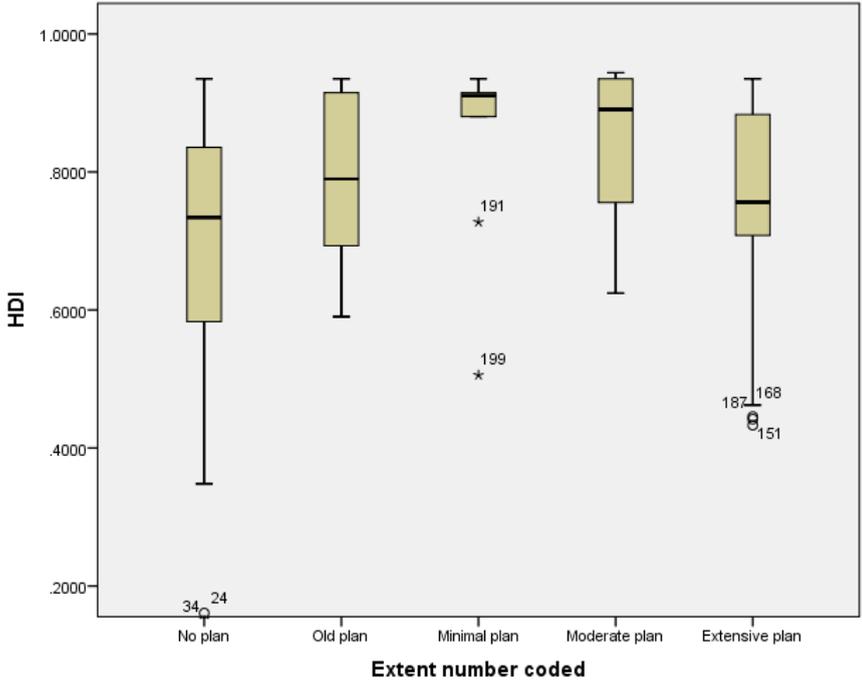


Figure 6: Human Development Index and extent of tourism planning. The figure shows the distribution of HDI scores for the World Heritage sites within each category of ‘extent of planning’. Longer bars indicate large distributions (e.g. ‘no plan’), and shorter bars indicate greater homogeneity (e.g. ‘minimal plan’). Outliers are indicated by * or °.

More research in the form of an integrative model that seeks to explain why some areas engage in tourism planning more than others would be desirable, but goes beyond the scope of this current report.

4.2 Exploration of Extensive Tourism Planning

This section presents the findings from Stage 2, which focused on the 46 sites with extensive tourism planning that have plans in English or Spanish. The aim was to gain a better understanding of what the tourism management strategies cover.

The analysis established that those sites with extensive tourism plans are fairly evenly distributed between continents, with South America containing the most sites at 28%, followed by Europe and the UK (20%), the Pacific (17%), Africa (15%), Asia (11%) and North America (9%). Most sites are located in developing countries (50%) and developed countries (43%), with just 7% being in least developed countries. Country development is linked with the Human Development Index, with developed countries having an HDI of 0.8 or higher, developing countries in the range of 0.55-0.8, and least developed countries having an HDI of less than 0.55.

In the following, the detail of visitor monitoring and economic impact assessment is discussed first, followed by an examination of how UNESCO's guiding categories for sustainable tourism are implemented, according to the tourism management strategies.

4.2.1 Visitation Monitoring

Visitation data are recorded, or recording methods are discussed, in the tourism management strategies for 37 sites out of the 46 (80%). Monitoring is done through a variety of methods, including:

- Entry fees/permits being the most commonly mentioned (50%);
- Gathering data on visitor days/nights (24%), and
- Using tour company/commercial data (22%).

Visitor surveys are also mentioned frequently, but it was not always clear if this meant visitors are observed and counted or if visitors are asked a questionnaire to determine visitor patterns.

A clear distinction can be observed between continents with the proportion of sites recording visitation data in Asia, Europe/the UK and North America being far higher (essentially all areas with extensive plans also record numbers), than those in Africa and the Pacific, and slightly higher than in South America (Figure 7).

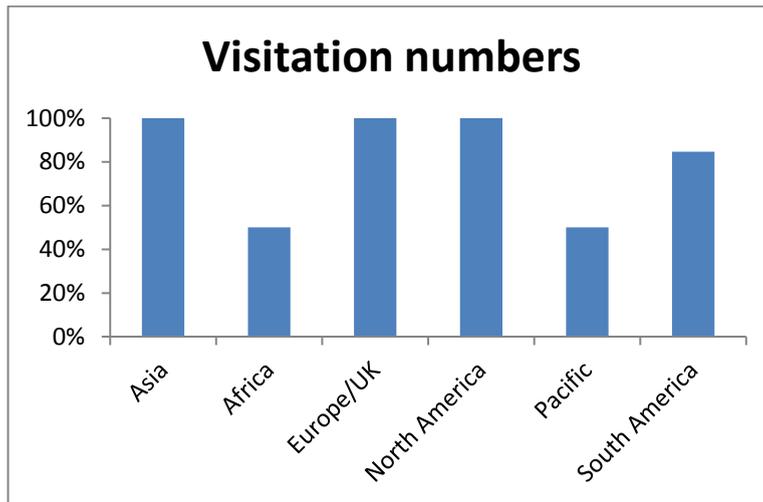


Figure 7: Proportion of sites within each continent that recorded or estimated visitation numbers.

4.2.2 Revenue Monitoring

Revenue monitoring, or a method for estimating an economic impact, is mentioned by 28 out of the 46 WHS (61%). Again, several methods for this came up in the tourism management strategies, including entry fees/permits (50%), expenditure data from visitors (24%), estimates from visitor numbers (20%), and company revenue and employment data (13%) (Figure 8).

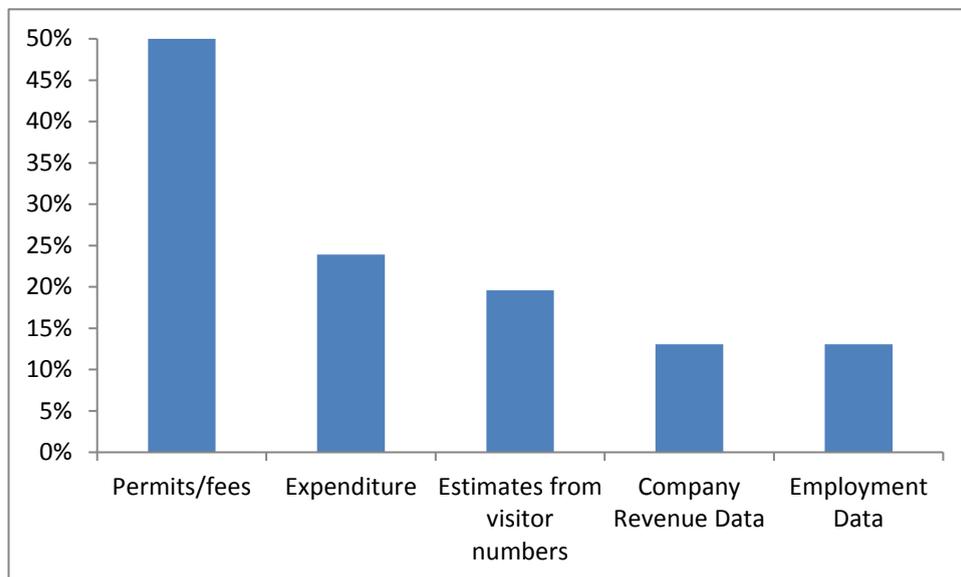


Figure 8: Methods utilised by sites for estimating revenue or economic impact.

Differences can be seen between continents with the proportion of sites estimating revenue or economic impact measure in Asia, Africa and South America being far higher than those in Europe/the UK, North America and the Pacific (Figure 9).

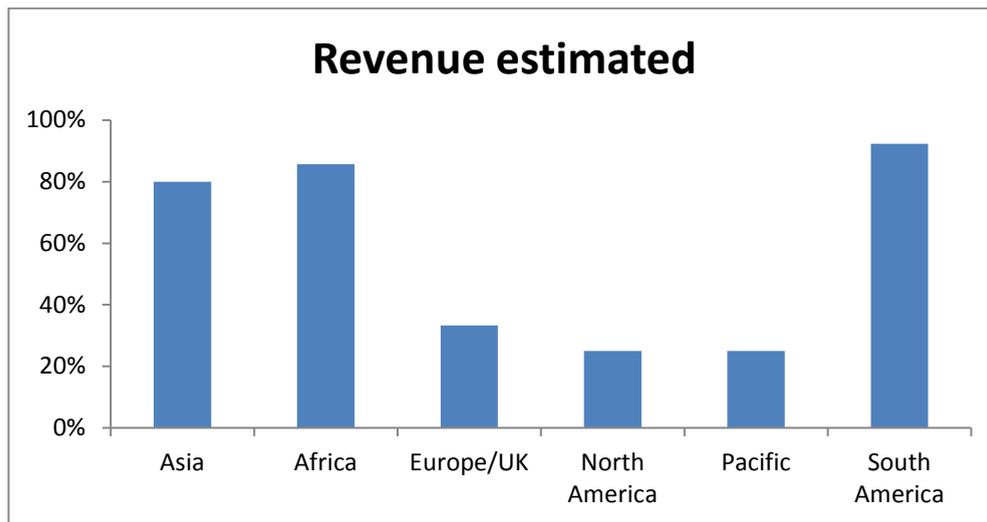


Figure 9: Proportion of sites within each continent that estimated revenue or economic impact.

4.2.2 UNESCO elements referred to by sites with extensive tourism planning

The 46 English and Spanish plans of WHS with extensive tourism planning were analysed to determine how well they align with 13 basic tourism management elements. Ten elements are covered by at least half the sites, with three being covered by 90% of sites or higher (Figure 10). The individual elements will be explored in more detail in the following.

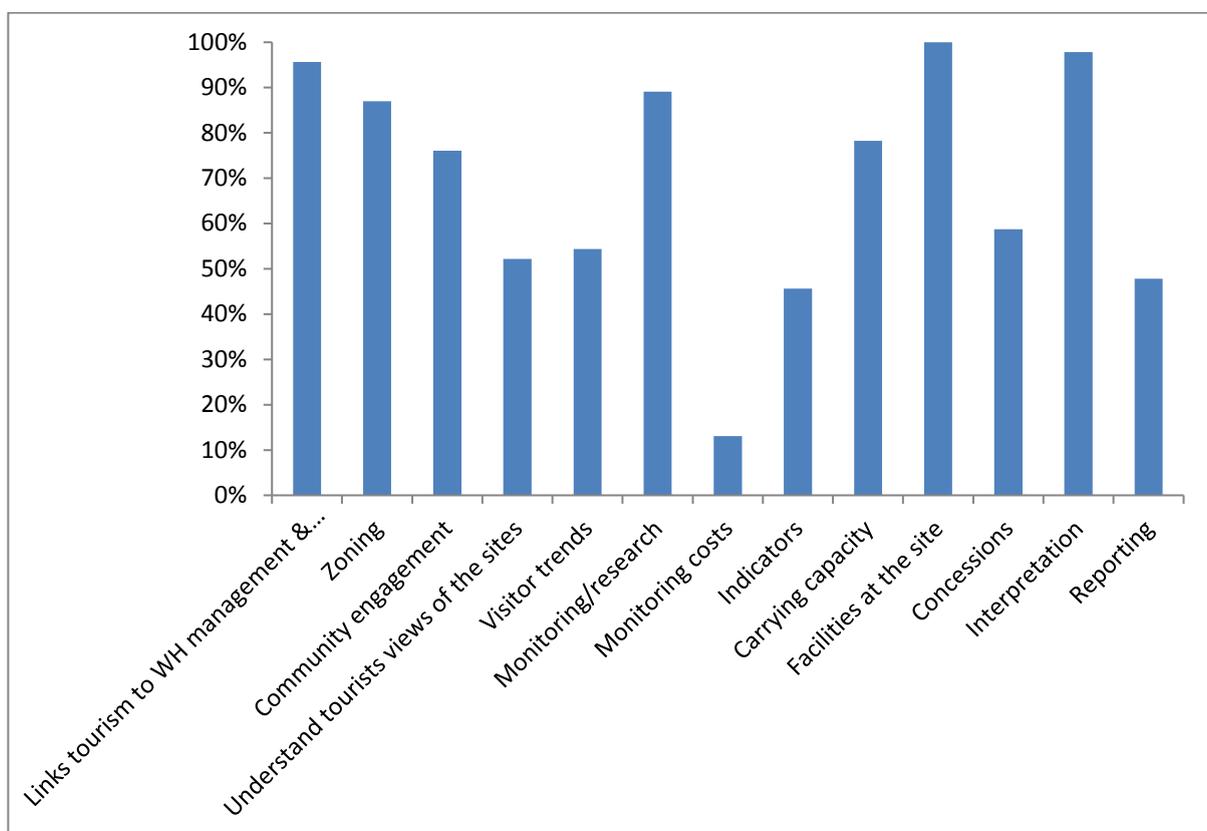


Figure 10: Proportion of sites covering each of the thirteen basic tourism elements in their tourism management strategy.

Links tourism to World Heritage management & conservation of OUV

It is important for managers of natural World Heritage sites to work with stakeholders (including visitors, the tourism industry and UNESCO) to develop effective and sustainable tourism activities and actively support the protection and conservation of OUV. Forty-four sites (96%) outline the site's OUV and discuss linkages to World Heritage and UNESCO (Figure 10). With such a high participation rate few patterns can be determined, however it can be seen that the two sites that did not cover this element were developing nations located in Asia (Figure 11).

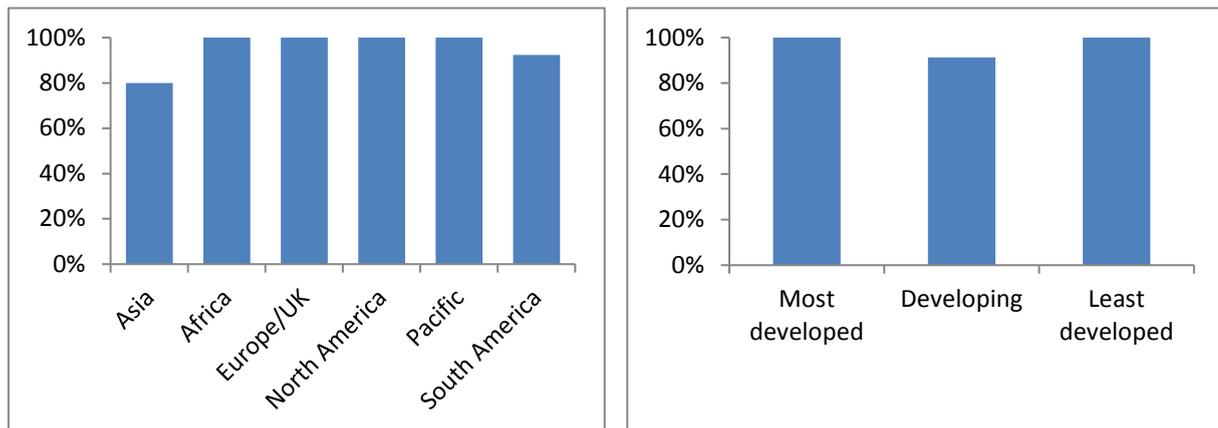


Figure 11: Proportion of sites across continents and level of country development that contain links to management & conservation of OUV in their tourism management strategy.

Zoning

Establishing zoning areas for visitor use is an important component of planning and management that can minimise visitor impacts. Specifically, zoning helps to limit visitation to ecologically sensitive sites and instead steer visitors towards those areas that can be managed appropriately. Zoning can also allow for the development and provision of appropriate visitor facilities to enhance visitor experiences. Forty sites (87%) discuss zoning within their tourism management strategy (Figure 10). The approaches range from having a 'no go' zone to having extensive zoning plans with various levels of visitor use and access. Of the six sites that do not cover zoning, all are located in Europe or the UK, with five in a developed nation and one in a developing nation (Figure 12). The analysis also showed that zoning as a management tool is more prevalent in countries in which tourism contributes a higher percentage to GDP.

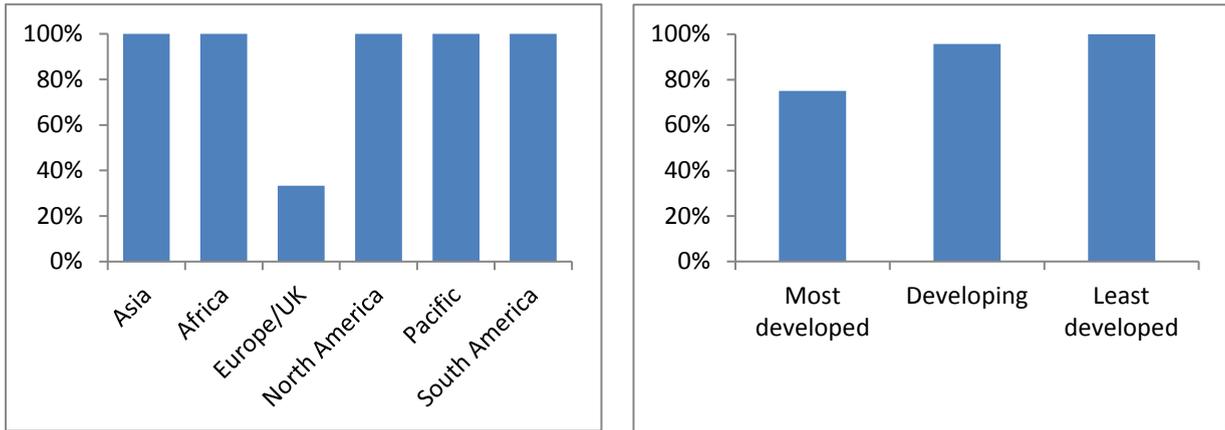


Figure 12: Proportion of sites across continents and level of country development that contain zoning in their tourism management strategy.

Good practice examples:

There are a number of good examples of zoning in WHS, but two areas stand out.

Plitvice Lakes National Park’s “Park Management Plan” (Croatia):

- Park is zoned into strict conservation, active conservation and usage zones. The usage zone is divided into various uses included a ‘recreation and tourism infrastructure zone’.
- Information and graphs are provided showing how the overall area of the park is divided between the zones. The information is well presented and easy to absorb.

Gros Morne National Pak (Canada):

- The management plan contains a detailed and easy-to-read map that illustrates the zoning.



Community engagement

Engaging with the local community and, where appropriate, facilitating their involvement in tourism ventures is a vital component of tourism management in World Heritage sites.

Community engagement amongst sites is generally quite high, with over three-quarters (35 sites) discussing community engagement and empowerment (Figure 10). Africa and North America have the highest level of community engagement at 100% (Figure 13). This trend is reflected in the levels of country development, with the least developed countries also having a 100% community engagement discussion rate, all of which are located in Africa. Although community tourism is extensive in South America, this continent has the lowest rates of community engagement discussion in their tourism management strategy at just 62%.

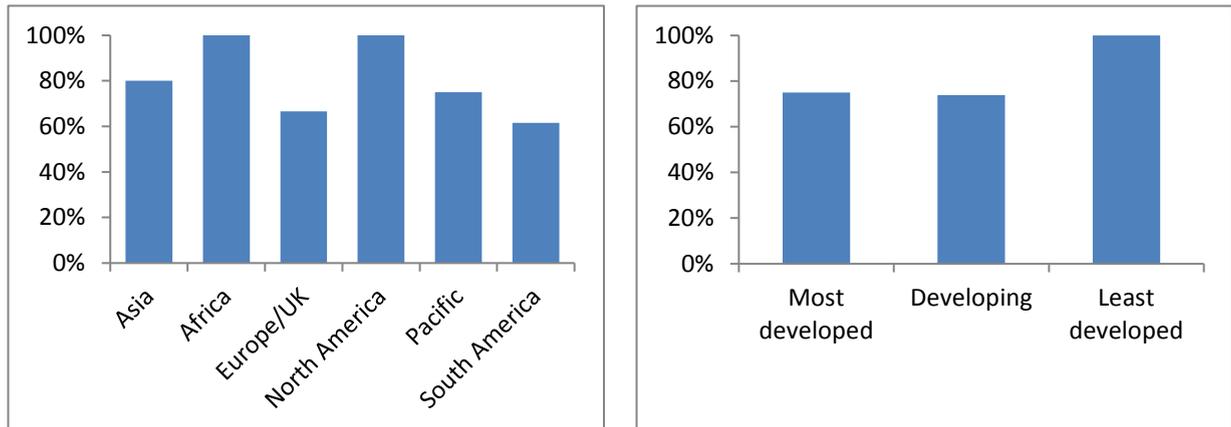


Figure 13: Proportion of sites across continents and level of country development that contain community engagement in their tourism management strategy.

Good practice example:

Great Himalayan National Park (India):

The plans dedicate substantial space to community based ecotourism. Specifically it is stated that:

Community Based Ecotourism

The Ecozone is an area adjacent to the Park, which contains villages that have historically had some economic dependence on the resources of the land incorporated into the Park. The formal designation of the Park boundaries and the resulting loss of the resources has economically impacted these villages. In recognition of this adverse economic impact various programmes have, and are being, developed by the state government of Himachal Pradesh, NGOs (non-government organizations), and the villagers themselves to create alternative sources of economic well-being. Ecotourism, one such program, offers rewards to both the visitor and the villagers and helps protect GHNP.

'Community Based Eco-tourism' Development Programme

The 'community based eco-tourism' development programme in the GHNP ecozone is proposed with a long-term goal of conserving the rich cultural and ecological heritage of the Park, so that various benefits from this conservation endeavour, including the benefits by way of tourism, could continue to accrue to generations to follow.

- Promotion of community based ecotourism involving various categories of ecotourists such as nature lovers, students, teachers, others in the buffer zone of the GHNP.
- Development of infrastructure for sustainable community based ecotourism with emphasis on socio-economic development of the most-weaker sections of the community.
- Women's empowerment through WSCGs, and ecotourism related income generation activities.
- Networking for federating the community based ecotourism for securing collective economic and social gains.

Understand tourist's views of the sites

Understanding tourists' travel patterns and activities is necessary to help managers plan for sustainable tourism development. Surveying visitors to ask for their opinions and travel plans or monitoring their movements to determine visitation patterns can help managers provide adequate facilities, minimise visitor impacts and enhance the visitor experience. Only 24 sites (51%) were found to cover this element in their tourism management plans (Figure 10). North America and Europe/UK have the highest rates, with the other continents having similar levels of low (approximately 40%) rates (Figure 14). Least developed countries also have high rates for this element; however this could be explained by the nature of the three sites in this category. All three are internationally renowned protected areas that have been the subject of many studies.

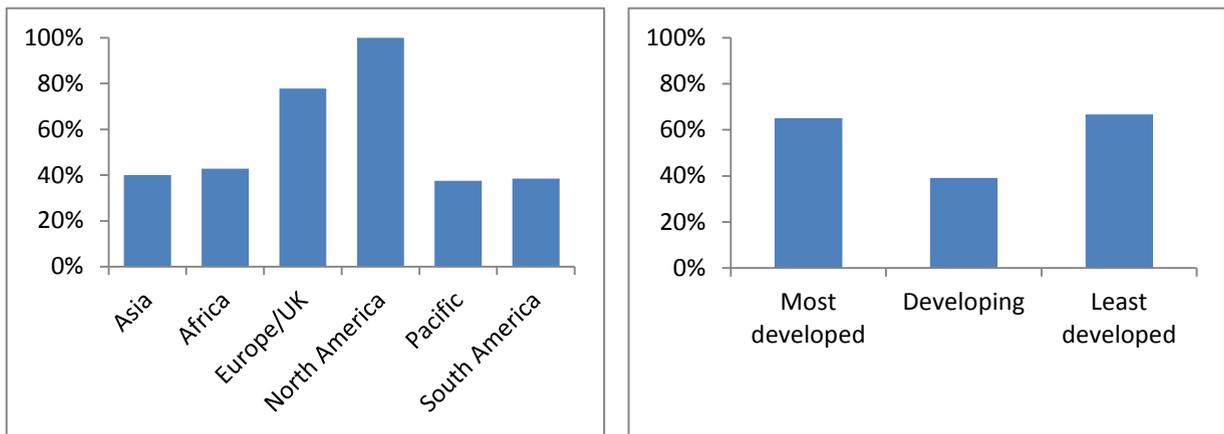


Figure 14: Proportion of sites across continents and level of country development that contain an understanding of tourist's views of the sites in their tourism management strategy.

Visitor trends

Visitor trends include determining visitor numbers, visitation patterns and visitor demographics over multiple years. This information is vital for tourism planning, providing adequate facilities, sustaining tourism growth and minimising visitor impacts. Just 25 sites (53%), one more than the previous element, covered visitor trends in their tourism management strategies (Figure 10). Rates of visitor trends are similar across all continents, with rates slightly higher in North America (75%) and Africa (60%), and fairly low in the Pacific (25%) (Figure 15).

Although this element is similar to the previous element of 'understanding tourist's views of the sites', the patterns differ substantially, and in sixteen WHS only one of these elements is discussed without the other. An interesting effect was seen in terms of country development, with rates of discussing visitor trends increasing as level of country development decreases.

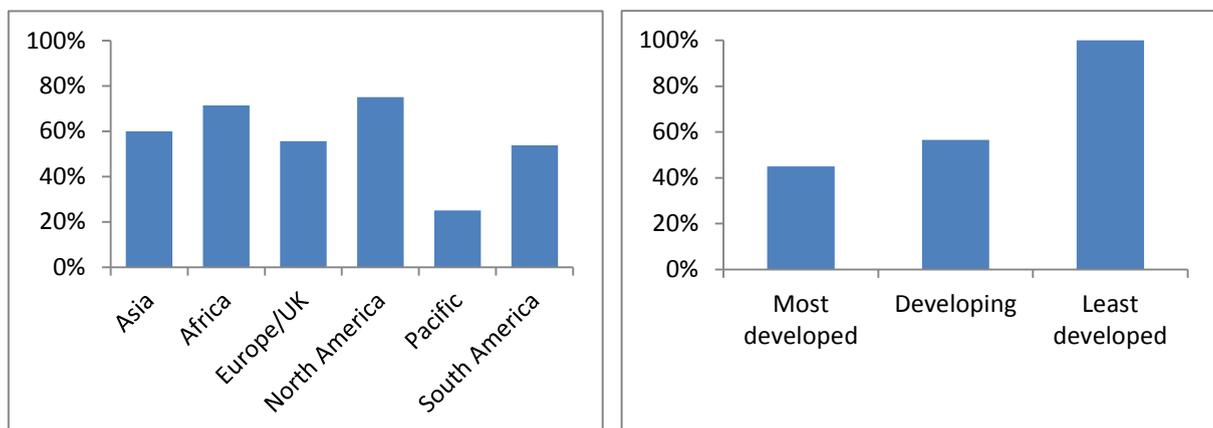


Figure 15: Proportion of sites across continents and level of country development that contain visitor trends in their tourism management strategy.

Monitoring/ research, monitoring costs and indicators

This element refers specifically to the impact of visitors on the environment. Monitoring visitor impacts is vital in determining how sustainable tourism is at the site and to ensure the OUV of the site are maintained and conserved. Monitoring and research need to be specific and targeted to a set of ecological indicators such as sewage output, the amount of rubbish in an area or the level of off-trail trampling. Associated monitoring costs need to be established to

determine if the indicators and frequency of monitoring are feasible.

The discussion of monitoring for visitor impacts in tourism management strategies is very prevalent (89%), but only 21 sites (47%) provide specific indicators to monitor, and only 6 sites (13%) provided any costings for this (Figure 10). Visitor monitoring is addressed fairly evenly across all country development levels and continents, between 85-100%; however at 60% Asia is notably lower (Figure 16).

Outlining monitoring costs in tourism plans or strategies is fairly limited across all continents, with a notable lack in both North and South America, as well as least developed countries (Figure 17). Rates of monitoring indicators are moderate and range from 38-75% across continents, except again in Asia where no sites include this element in their tourism management strategies (Figure 18). The analysis also revealed a trend across country development, with rates of monitoring indicators declining as the level of country development declined.

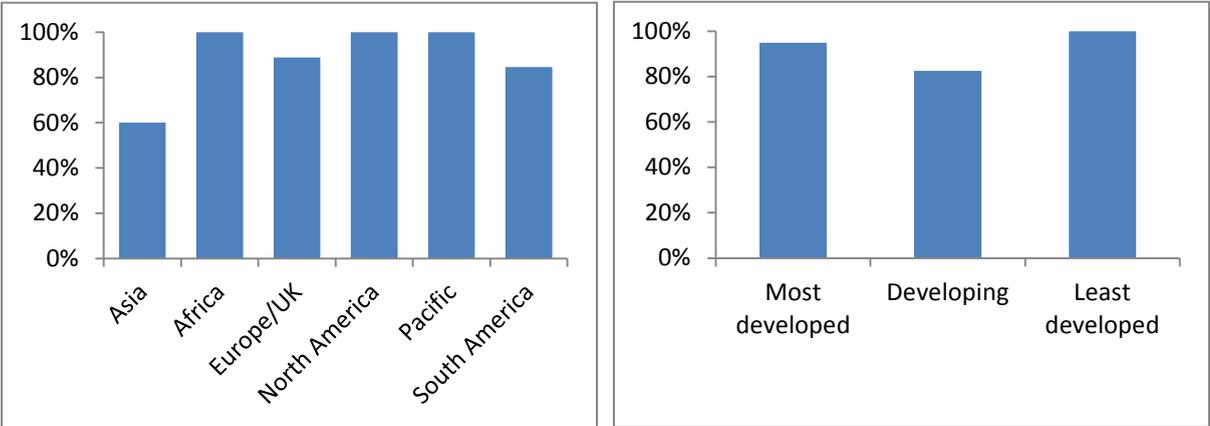


Figure 16: Proportion of sites across continents and level of country development that contain visitor monitoring and research in their tourism management strategy.

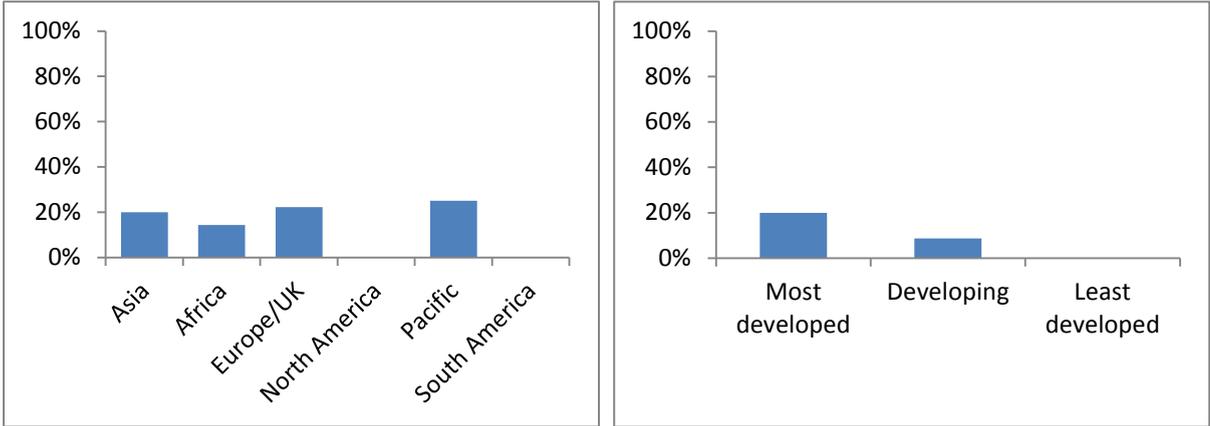


Figure 17: Proportion of sites across continents and level of country development that contain visitor monitoring costs in their tourism management strategy.

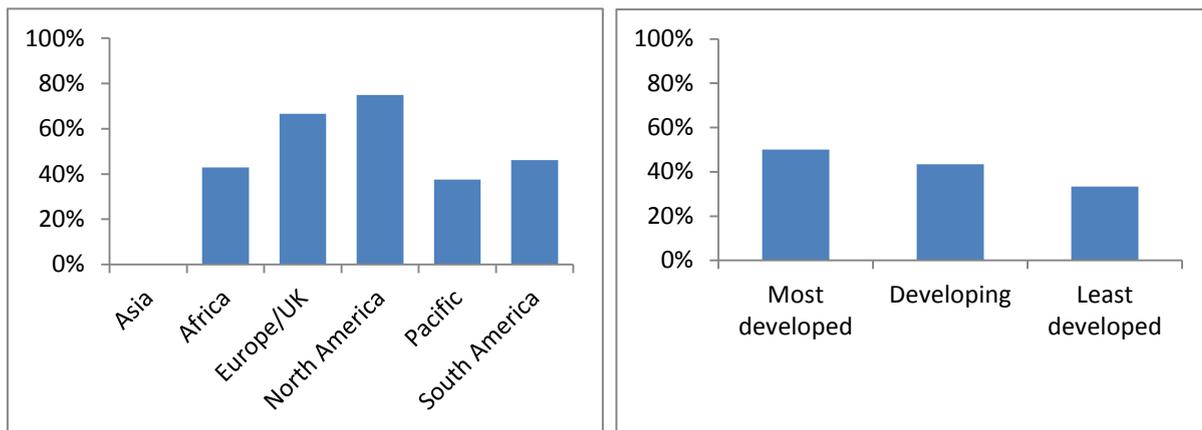


Figure 18: Proportion of sites across continents and level of country development that contain visitor monitoring indicators in their tourism management strategy.

Good practice examples:

Greater Blue Mountains (Australia):

The management plan/strategy refers to strategic partnership with knowledge providers.

“The educational values of the GBMWHA are heightened by the accessibility of many of its reserves and their proximity to several universities, namely, the Universities of Western Sydney, Charles Sturt and Newcastle. These institutions all offer biological science and/or resource management courses. Several of the reserves in the GBMWHA have an established history of providing field sites for students from tertiary, secondary and primary education institutions. Changes to the school curricula, with their greater emphasis on environmental and cultural education, are resulting in increased use of the reserves. In addition, the formation of the Blue Mountains World Heritage Institute, a non-profit research organisation, provides a further opportunity to develop and implement a collaborative, interdisciplinary and strategic approach to research, training and education in the area.”

Kenya Lake System (Kenya):

Information on monitoring costs is clearly detailed in the Park’s budget, alongside each particular ‘objective’ and ‘activity’ and for multiple years. For example, particular budget items and activities under Habitat Monitoring are:

- Vegetation monitoring
- Water quality monitoring
- Collect environmental data in the catchment

Wet Tropics (Australia):

Here, tourism operators are specifically included in the monitoring program. A list of ‘typical indicators’ is provided in tabular format.

“Tourism operators and local users will be engaged in the monitoring and reporting of conditions of sites. Their involvement may be a direct financial contribution or in-kind contribution such as participating in monitoring programs and site restoration works. Permit conditions of tourism operators may involve a requirement to undertake monitoring.”

Carrying capacity

Carrying capacity here refers to the upper limit of visitation levels rather than the ecological carrying capacity of a wildlife population. The two may be linked depending on the sensitivity of the environment and wildlife in the area. Visitor carrying capacity can fluctuate between seasons, and can also be increased with appropriate facilities, barriers and education campaigns to reduce visitor impacts. Visitor carrying capacity is covered by 36 WHS (78%) in their tourism management strategies (Figure 10). This element has similar rates of inclusion across all country development levels and continents, however higher rates (all above 85%) are found in North America, South America and Africa, with lower rates (in the 60% range) in Europe/UK, Asia and the Pacific (Figure 19).

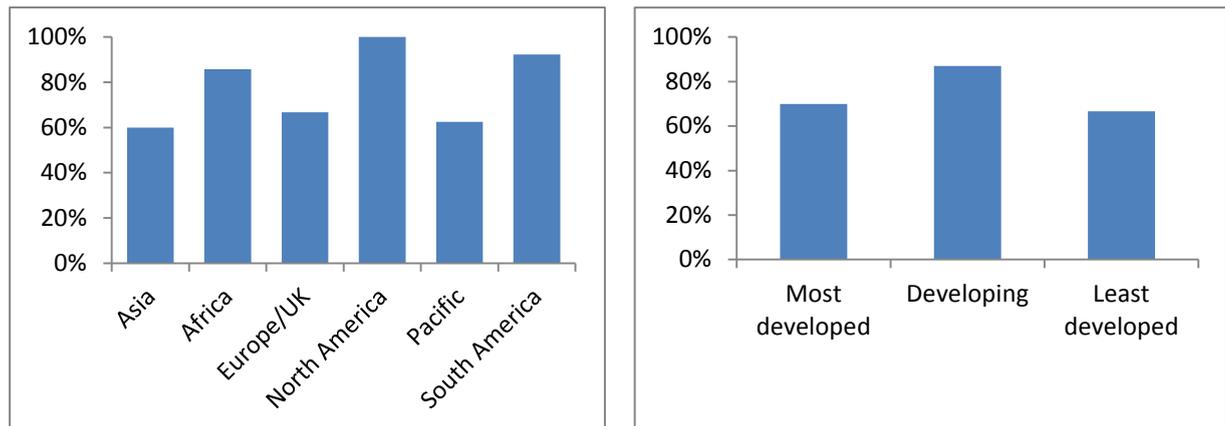


Figure 19: Proportion of sites across continents and level of country development that contain visitor carrying capacity in their tourism management strategy.

Good practice example:

Mount Kenya National Park (Kenya):

The plan details two zones – high use and low use, and each zone has specified “Limits of Acceptable Use”. Information on the high use zone reads:

“From KWS visitor records for Mt. Kenya, the average number of visitors who used the Naro Moru and Sirimon routes to access the Park from 2002 to 2007 was 7786 and 10,753 visitors respectively. According to previous plans for Mt. Kenya National Park, 67% of the visitors to the Park are usually bound for Point Lenana. This translates to 5217 visitors entering through Naro Moru Gate and 7205 through Sirimon Gate. The current characteristic is that the majority of visitors aim to reach point Lenana at or around daybreak and the number of people that can safely or pleasurably reach this summit at the same time is limited to a few dozen people at maximum. Furthermore, there are several ‘off-seasons’ on the mountain which last for several weeks each, during which time only a handful of people summit each day. Hence, assuming a carrying capacity of 100 visitors at point Lenana per day, the LAU for Summit bound visitors is set at a maximum of 10,000 per year which limits daily summit bound visitors to 26 visitors per day. This shows that the current level of visitation is below the carrying capacity. However, despite this, both visitor satisfaction and visitor impact studies will be carried out and an elaborate visitor monitoring system instituted to facilitate review of the hikers’ LAU and make necessary adjustments based on the outcomes of the studies.”

Visitor facilities at the site

A requirement for World Heritage sites is that, where appropriate, they have in place visitor facilities that meet visitor needs and are regularly evaluated. This can include maintained

tracks, visitor centres or retail facilities. Visitor facilities are covered by all 46 sites (100%) in their tourism management strategies. Therefore no trends exist across continents or country development level.

Concessions

Concessions in World Heritage sites cover permits, licences or leases for commercial activities within the site or buffer zone. If managed appropriately and without impacting the OUVs of the site, they can be an important source of revenue. Concessions are covered by 27 sites (58%) in their tourism management strategies (Figure 10). Rates of concessions are somewhat similar across most continents with rates highest in North America (100%) and Africa (86%), however they are substantially lower in Europe/UK (11%) (Figure 20). Some pattern can be seen in country development levels with rates increasing slightly from 55% to 67% as country development levels decrease. The reverse trend was seen with contributions of tourism to GDP with rates increasing as tourism’s contribution to GDP increased.

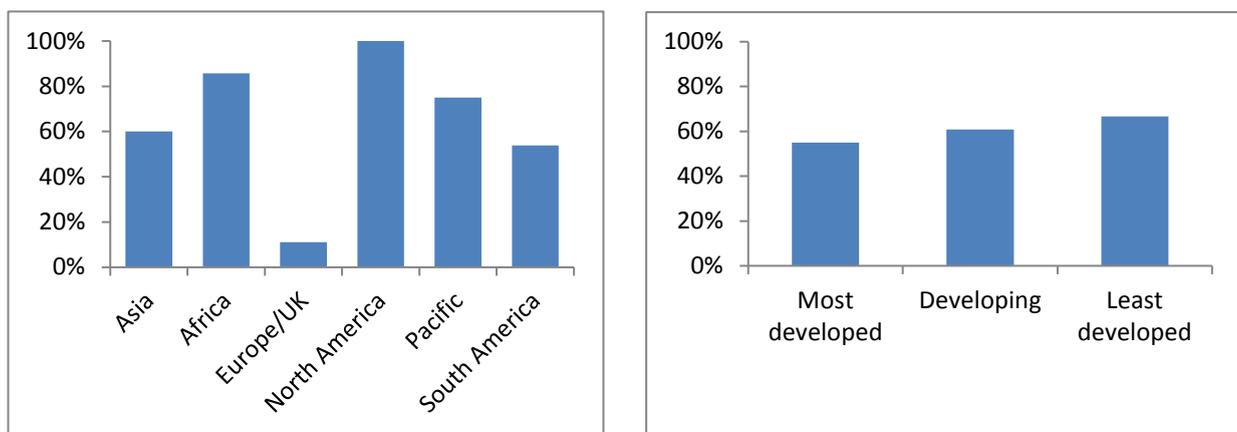


Figure 20: Proportion of sites across continents and level of country development that contain concessions in their tourism management strategy.

Good practice example:

Nahanni National Park Reserve (Canada):

“Park outfitters are extremely important to the park, as 59% of visitors choose a guided river trip. To qualify for an outfitter licence in Nahanni National Park Reserve, the commercial operator must first be licensed by the Government of the Northwest Territories. Historically, the number of park outfitter licences issued to commercial operators reflected the carrying capacity for visitor entry to the park over a summer operating season. [...]. There are four licences currently issued to outfitters for river trips, plus one additional licence which may be issued to a qualified local Aboriginal outfitting operation. [...]. Guides in Nahanni are tested and licensed by the park for their knowledge of park rules and regulations. Guides must be employees of licensed park outfitters, and guide only those trips in the park that are operated by the licensed outfitters.”

Visitor interpretation

Interpretation/education are considered by UNESCO as a prerequisite of tourism to effectively explain the OUVs of the site to visitors and minimise visitor impacts. This can include informative signs, pamphlets, visitor centres and guides. Only one site (in Asia) appeared not to cover visitor interpretation in their tourism management strategy, giving a participation rate of 98% (Figure 10). The Wadden Sea World Heritage area is a good example.

Reporting

Reporting was not listed specifically as an element by UNESCO in the UNESCO World Heritage Resource Manual: Managing Natural World Heritage (2012); however it was mentioned in passing under other elements and is an important aspect of management and planning. Reporting can include releasing annual reports or similar, reporting to UNESCO, or publishing data or information about the site.

Only 22 sites (47%) discuss their reporting procedures (Figure 10). Rates were highest in North America (100%) and Africa (71%) and lowest in Asia (20%) and South America (15%) (Figure 22). Two-thirds of sites discuss reporting in both most and least developed countries, with just under one-third doing so in developing countries.

A noticeable decreasing trend was found between tourism's contribution to GDP and mentioning of reporting, with rates of discussing reporting procedures highest in countries with a low tourism contribution to GDP and decreasing as tourism's contribution increased.

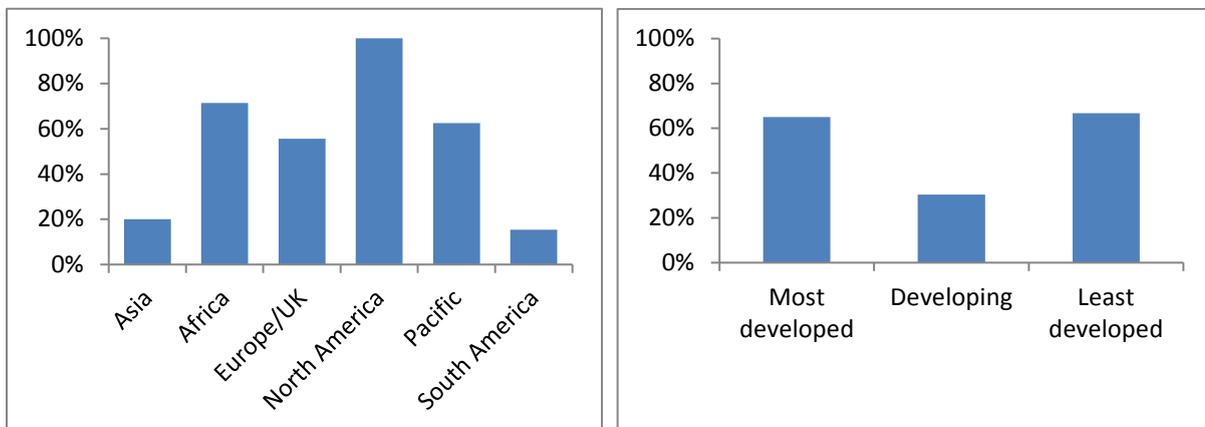


Figure 21: Proportion of sites across continents and level of country development that contain reporting in their tourism management strategy.

5. Recommendations

World Heritage Sites play a critical role in nature conservation, heritage protection, development opportunities, visitor recreation and education. These multiple roles will become even more important in the implementation process of the United Nations Sustainable Development Goals.

The nomination process of a property as a WHS requires that tourism is assessed in relation to visitor numbers and trends, and facilities. Moreover, the Periodic Reporting format also “requests information on these aspects and includes rating of tourist facilities and capacity to manage tourism” (UNESCO, 2012, p. 68). This means that the broader structure already initiates some form of tourism planning, but this may not always be formalised in tourism management strategies or plans. Also, the periodic reporting may not be specific enough and only occurs every six years. More frequent reporting could be beneficial.

The analysis presented in this report shows a large variation in terms of tourism planning and reporting. Whilst some excellent examples of tourism planning could be identified, and some countries appear to take a more comprehensive and consistent approach than others, overall levels are still relatively small. Less than half of the 229 natural and mixed World Heritage sites have an online available and in-time general management plan for public view, and only 5% have a stand-alone tourism plan. The level of planning varies as well, with only 28% of sites showcasing what can be classified as an ‘extensive level’ of tourism planning. Clearly, there is potential to increase the consideration of tourism in management plans.

Some elements that are integral to ‘good practice’ tourism management and planning are already well implemented. Good practice examples for zoning, community engagement, concessions and monitoring have been provided in text boxes. Further, it was found that those sites that do have an extensive tourism management strategy clearly address the provision and management of visitor facilities and interpretation. Almost all also explicitly link to the Outstanding Universal Value for which the site is inscribed. Monitoring impacts is addressed as well, but only few provide detailed information on indicators and costs. Areas of concern include the relatively lower level of discussion on carrying capacity and surveying visitor trends, behaviours and perceptions. These elements are crucial as they are at the core of managing negative impacts, as well as improving visitor experiences.

UNESCO is already engaging substantially in the area of World Heritage and sustainable tourism. A recent pilot study in the Scandinavian Countries by the Nordic World Heritage Foundation (2014) provides an important framework in support of a coordinated effort for developing sustainable World Heritage tourism strategies. The Analytical Framework resulting from the Scandinavian project features a Sustainable World Heritage Tourism Checklist, and addresses a wide range of issues related to management, monitoring, and engagement with local communities, environmental issues, and visitor management. A practical tool based on the framework could help to put into practice the identified areas, maybe not in a mandatory form, but certainly as a valuable guidance.

This present analysis revealed that most of the strategies are partially discussed in those tourism management strategies that displayed extensive planning levels (i.e. 46 English and Spanish language plans that were examined in detail). However, the findings also show that there is limited consistency in how they are addressed. There are also several gaps, for example at the local level, more research might be needed to understand both environmental and social thresholds and carrying capacities, so that these can be managed in a meaningful way.

As known from other areas of environmental monitoring and reporting (e.g. carbon emissions, see Becken & Bobes, 2016), it is important to use standardised approaches that achieve comparable and credible results. Whilst it is understood that each WHS is unique and faces different challenges, a common framework and joint metrics are advisable. The existing UNESCO toolkit and the Scandinavian pilot framework, in combination with the insights gained in this study, serve as a suitable platform to further advance a consistent approach.

In particular, it is suggested that the monitoring of visitors should be a priority. Greater numbers of visitors provide economic opportunities (for the WHS through revenue and for the local community in the form of employment or business opportunities), but also represent the risk of greater damage to the ecosystem. 'Counting' and understanding trends is therefore essential. However, this analysis highlighted that at present, even those WHS that undertake some form of monitoring use different approaches and methods, and better alignment (even with countries) across sites would be beneficial. The lack of consistency was even found for WHS within the same country. The key indicators (e.g. visitor numbers, visitor nights, tickets sold etc.) should be reported publically and periodically. A publically available database of (tourism) management plans, for example through the UNESCO web portal, could be explored as a possibility. This might also link to the World Database on Protected Areas by IUCN, which currently does not include visitation numbers.

Improving the accuracy and consistency of monitoring systems might help improve tourism planning in general. This might also address the limitation that at present not all plans are available online and many are very difficult to locate, when potentially tourism planning is more advanced than it appears from this analysis.

6. References

- Becken, S. & Bobes, L. (2016). Proving the Case: Carbon Reporting in Travel and Tourism. Amadeus: Madrid.
- Becken, S. & Job, H. (2014). Protected areas in an era of global-local change. *Journal of Sustainable Tourism*, 22(4), 507-527.
- International Union for the Conservation of Nature (2014). IUCN World Heritage Outlook 2014. Retrieved on February 27, 2016 from: <https://portals.iucn.org/library/efiles/documents/2014-039.pdf>.
- Jamal, T. & Stronza, A. (2009). Collaboration theory and tourism practice in protected areas: stakeholders, structuring and sustainability. *Journal of Sustainable Tourism*, 17(2), 169–189.
- Liburd, J.J. (2006) Sustainable Tourism and National Park Development in St. Lucia. In: P. M. Burns and M. Novelli (Eds.) *Advances in tourism research: Tourism and Social Identities: global frameworks and local realities*, London: Elsevier Ltd, pp. 155-176.
- Nordic World Heritage Foundation (2014). A Nordic-Baltic contribution towards UNESCO's World Heritage and Sustainable Tourism Programme. Summary report on the pilot project Towards a Nordic-Baltic pilot region for World Heritage and Sustainable Tourism. Oslo, Norway.
- UNESCO (1972). Convention Concerning the Protection of the World Cultural and Natural Heritage. Paris: UNESCO.
- UNESCO (2012). World Heritage Resource Manual: Managing Natural World Heritage. Paris: UNESCO.
- UNESCO (nd). UNESCO World Heritage and Sustainable Tourism Programme. Action Plan: 2013-2015. Paris: UNESCO.
- Wilson, E., Nielsen, N., & Bultjens, J. (2009). From lessees to partners: Exploring tourism public-private sector partnerships within New South Wales national parks and wildlife service. *Journal of Sustainable Tourism*, 17(2), 269-285.

7. Appendix

Table 2: Tourism Management Elements

Element from UNESCO's Resource Manual	Breakdown of elements	Key terms	Additional information
<ul style="list-style-type: none"> • Linking tourism to overall World Heritage management and conservation of OUV <p>Managers of natural World Heritage sites need to determine how they will work with visitors, the tourism industry and other stakeholders to develop effective and sustainable tourism activities and actively support the protection of OUV. A good understanding of OUV (see Sections 2.1 and 2.2) is the starting point for any tourism-related planning and this should always be consistent with the overall management system and the management plan. Plans should further consider management capacity, stakeholder concerns, existing legislation and integration with other policies in place at the property. Consideration should be made of the contribution of tourism to the OUV in terms of awareness, understanding, financial support, etc.</p>	Links tourism to World Heritage management & conservation of OUV	Outstanding universal value, OUV	Linking the management plan to OUV and UNESCO
<ul style="list-style-type: none"> • Zoning <p>Zoning is a component of planning and management that when used properly limits the spread and intensity of tourism impacts. This is achieved through carefully defining quantitative standards which specify the amount of change in the site condition that is acceptable. Such zoning focuses on balancing those places of greatest natural and cultural value with those places of greatest tourism demand. Often, but not always, these are one and the same. Effective zoning systems, when linked to appropriate management objectives and prescriptions, can accommodate the demands for access, quality visitor experiences, the need to support infrastructure and the aspirations and activities of relevant stakeholders.</p>	Zoning	Zone, zoning	Zoning for visitor use, limited access areas or 'no go' zones
<ul style="list-style-type: none"> • Community engagement in World Heritage tourism <p>Community engagement in tourism at World Heritage sites should where appropriate facilitate the involvement of local communities and indigenous peoples in meaningful and beneficial tourism ventures (see Section 2.5 for more guidance on working with local communities); tourism should respect local community uses of the site; empower communities to make decisions about the conservation and use of their heritage; and promote the development</p>	Community engagement	Community engagement, community participation, community	

of capacity to ensure effective community participation.			
<ul style="list-style-type: none"> • Understand tourists' views of the sites <p>Research, surveys and monitoring can help with the understanding of how tourists view and use a site. Researchers should profile the various groups of visitors and identify the types of tourism at the site; and examine tourists' travel patterns, activities and the attractions they visit to understand how the site managers can plan sustainable tourism development that protects the site's OUV. Satisfied and informed visitors are more open to contributing income through payment for visitor services and products. They are also more likely to promote the site to acquaintances and gain a better understanding and appreciation of the OUV, which in turn leads to greater opportunities for support of the World Heritage Convention.</p>	Understand tourist's views of the sites	Visitor surveys, surveys	If visitors aren't asked directly, is information collected on which areas or attractions receive highest visitation or longest duration?
	Visitor trends	Visitor numbers, trends	Does visitor data exist for multiple years to establish trends?
<ul style="list-style-type: none"> • Monitoring and research <p>The World Heritage nomination process requires tourism to be assessed (see section 5h of the nomination format); including visitor numbers and trends, visitor facilities (e.g. interpretation/ explanation, infrastructure, accommodation and rescue operations). The Periodic Reporting format (see Section 6.3) requests information on these aspects and includes rating of tourist facilities and capacity to manage tourism. Tourism plans should include monitoring and research and develop a list of indicators with justifications for their selection and estimates of associated monitoring costs. Plans should also include details of how to train site staff in standardized methods of collecting data and determine how stakeholder partners can be involved in monitoring and setting standards for managing visitors. (The development of World Heritage monitoring and research is further discussed in Sections 6.1 and 6.2.)</p>	Monitoring/ research	Monitor, research	Monitoring and research on visitor impacts, or a combination of visitor monitoring and environmental monitoring
	Monitoring costs	Budget, spending, costs	
	Indicators	Indicator, parameter	Listing specific indicators that are monitored for impacts
	Carrying capacity	Visitor trend, capacity, limit	Visitor carrying capacity, not wildlife population carrying capacities. This was included even if carrying capacity for only certain areas was provided
<ul style="list-style-type: none"> • Facilities at the site <p>The nomination process requires that, where appropriate, visitor facilities should be in place at the site prior to it being added to the World Heritage List. The facilities should be</p>	Visitor facilities at the site	Visitor facilities, facilities, infrastructure	

regularly evaluated to ensure that they are meeting visitor needs and delivering tourism objectives, e.g. showcasing OUV and ensuring the delivery of local benefits. Having retail facilities in place can, for example, provide sustainable sources of revenue for management and local communities as well as create a demand for locally produced goods, foods, arts and crafts.			
<ul style="list-style-type: none"> • Concessions <p>A concession is a permit, licence or lease that regulates commercial activities, organized non-profit activities and/or use of land and the building of structures on specific locations within a World Heritage site or buffer zone. Such activities should only be allowed if the conservation values of the site are protected and the concessions are consistent with the site's management plan. Concessions can be an important source of revenue. Many national protected area authorities around the world have policies and standard practices in relation to World Heritage site concessions and leasing management. The Department of Conservation in New Zealand has a particularly useful website which includes details of the concession structure for protected areas, including World Heritage sites (see Resources, p. 88, for link).</p>	Concessions	Concession, permit, licence, lease	
<ul style="list-style-type: none"> • Interpretation <p>A further prerequisite of tourism is the effective presentation of the whole site to explain its values, especially its World Heritage values. Site presentation and interpretation are covered in Section 5.2.</p>	Visitor interpretation	Interpretation, sign, information, visitor centre	
	Reporting	Report, article, statement, document	Reporting to UNESCO or releasing annual reports or statements. Not from the resource manual.
<ul style="list-style-type: none"> • Connection with wider landscapes and destinations <p>World Heritage sites should be integrated into wider country or regional development plans for tourism, and should where possible influence these plans. As much of the tourism promotion, visitor activity and economic development associated with</p>	These two elements go beyond the tourism and management plans and cannot be addressed without further investigation.		

<p>World Heritage sites occurs outside the site, and often beyond the direct influence of site managers, tourism development and visitor management requires the establishment of strong relationships with local authorities and tourism operators in order to influence development in buffer zones and surrounding areas. It is in the interests of managers to try and embed their sites within national tourism marketing and branding programmes and ensure that they derive some benefit from them.</p>	
<ul style="list-style-type: none"> • Ensure that tourism industry links with the site are appropriate <p>Links between the tourism industry and the management authority of World Heritage properties are often reported as weak. Open, regular, two-way communications with tourism operators are the most important strategy for ensuring the development of sustainable tourism. Steps that can help to build this relationship include ensuring that managers have an understanding of the tourism market: how the tourism industry is organized and the tourism industry's vision and marketing of the site; e.g. understand how National Tourism Office officials and tourism industry representatives draw tourists to the site. In Australia the National Landscapes Programme, a joint initiative of Parks Australia and Tourism Australia, brings together tourism industry bodies and operators at the national planning level and many small tourism businesses at the local level. An example of this can be seen in the Greater Blue Mountains Area, where the site manager plays an active role on local tourism boards and planning groups in order to influence the industry and to protect the site's OUV.</p>	