



DUBROVNIK CROATIA

GSTC DESTINATION ASSESSMENT

December 2023

 **GSTC**
Global Sustainable Tourism Council



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ACRONYMS

AECH	Association of Employers in Croatian Hospitality
ALH	Adriatic Luxury Hotels
AOCTA	Association of Croatian Travel Agencies
AOG	Association of Guides
AOTC	Association of Technical Culture
AOTG	Association of Tourist Guides
CC	City Council
CLIA	Cruise Lines International Association
COD	City of Dubrovnik
DURA	Dubrovnik Development Agency
ESGs	Environmental, Social and Governance
GSTC	Global Sustainable Tourism Council
GSTC-D	GSTC Destination Criteria
IUCN	International Union for Conservation of Nature
KPIs	Key Performance Indicators
MICE	Meetings, Incentives, Conferences, and Exhibitions
MOT	Ministry of Tourism
NGO	Non-Governmental Organization
POD	Port of Dubrovnik
PPP	Public Private Partnership
RAC	Regional Activity Center
RTC	Respect the City Program
SDGs	Sustainable Development Goals
SME	Small and Medium-Sized Enterprises
TPD	Traffic Police Department
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United World Tourism Organization
UOD	University of Dubrovnik
WTTC	World Travel and Tourism Council

EXECUTIVE SUMMARY

Dubrovnik is one of the most prominent tourist destinations in the Mediterranean, known as “the pearl of the Adriatic”. Tourism to Dubrovnik has grown steadily in recent years. In 2018, Dubrovnik received almost 1.3 million overnight visitors and in 2019 welcomed around 9,000-9,500 (9,334 at 22nd of August 2019) cruise passengers daily during peak season, divided equally in the morning and afternoon. In 2023, Dubrovnik received 4.5 million overnight stays (+11% compared to 2022). After a very difficult period of COVID, Dubrovnik is returning to large tourism numbers, increasing at the same time the challenges that were identified in the first GSTC Destination Assessment of the City of Dubrovnik in 2019.

Between November and December 2019, GSTC conducted a Destination Assessment in Dubrovnik. Applying GSTC’s Destination Assessment methodology, GSTC reviewed law and policy documentation governing city management, and consulted various stakeholders to come up with the result. The 2019 Dubrovnik GSTC Destination Assessment included extensive virtual and on-site meetings with stakeholders to evaluate Dubrovnik’s performance against version 1.0 of the GSTC Destination Criteria (GSTC-D). According to the 2019 Assessment, while bolstering Dubrovnik’s economy, this growth has resulted in operational difficulties such as traffic congestion, overcrowding of sites and attractions, degradation of important assets, resident alienation, and other challenges. The outcome of the 2019 Assessment indicated that considerable tourism management improvements were needed to ensure long-term health of the destination. Out of 105 indicators of the GSTC-D, 12 (11.4%) were rated excellent, 47 (44.8%) were rated good with some improvements needed, 37 (35.2%) identified medium-risk areas, and 9 (8.6%) were flagged as high-risk areas.

In summary, the 2019 Assessment found the following risk fields in need of attention by the city of Dubrovnik:

1. Sustainability Standards
2. Environmental and Natural Resource Infrastructure and Awareness
3. Crisis and Emergency Management
4. Transport and Traffic Control
5. Resident Satisfaction and Public Participation in Destination Decision Making
6. Support for Local Entrepreneurs

Following 2019, the City of Dubrovnik has designed, implemented, and executed a few projects and activities to eliminate the risk areas that were identified in the 2019 Assessment, while developing new strategies and plans under the difficult conditions of COVID in tourism. As the numbers of arrivals began to rise post-pandemic, the City of Dubrovnik, under the rule of the Municipality of Dubrovnik, requested a second GSTC Destination Assessment, in practice a Re-Assessment, to evaluate the performance of the destination following the implementation of an extensive plan of projects and developments, following the same methodology but in accordance with the revised GSTC-D (version 2.0),

The Re-Assessment was initiated in February 2023, while the on-site phase was scheduled and executed in April 2023. The focus of the Re-Assessment was on specific criteria that related to the identified risk areas of the 2019 Dubrovnik GSTC Destination Assessment. The revised GSTC-D (version 2.0) has introduced a re-arrangement of certain criteria. Thus, the Re-Assessment focuses on the following criteria:

- A1 - Destination Management Responsibility
- A3 - Monitoring & Reporting
- A4 - Enterprise Engagement & Standards
- A11 - Risk & Crisis Management
- D1 - Protection of Sensitive Environments
- D4 - Species Exploitation & Animal Welfare
- D9 - Solid Waste

Based on the results of the analysis, it was found that in all specific criteria cases, the performance based on scoring was increased, due to the specific projects and activities that have been implemented after the 2019 Assessment (details on the implemented projects could be found in Annexes). Currently, no criteria have been found with a score lower than 1.25, which is well above the risk area.

Moreover, while the Destination Liaison team provided all the necessary material, it was possible to collect additional material during the on-site phase. As a result, the present Re-Assessment also provides an initial, indicative, and non-binding estimation of the overall performance of the destination. For a validated destination performance score, the destination assessment must include all criteria of the GSTC-D in the four pillars: (1) destination policy and planning, (2) community involvement and benefits, (3) management of cultural assets, and (4) environmental and natural resource management. Based on this analysis, a considerable increase of performance was identified in the destination. From an overall score of 69.80% in 2019, if the overall score of the destination were to be re-calculated, there would be an increase (86.04% of the min excellence, 2.15 mean value or 81.31 total score). This new score calculation is based on evidence provided during the Re-Assessment, with no existence of a criterion scoring lower than 1 after the implementation of the designed plans. Based on this calculation, the criteria with the lowest performance were A3 (Monitoring & reporting), A4 (Standards & Private Sector), B2 (Decent work), D9 (Solid Waste) and D10 (GHG & climate change mitigation).

In summary, the Re-Assessment of the City of Dubrovnik shows great importance in assessing the criteria under consideration (A1, A3, A4, A11, D1, D4, D9). The 2019 GSTC Destination Assessment identified issues, risk areas and subject for development, which the destination governance took under serious consideration between 2019 and 2023, designing and implementing new strategies, action plans and projects to achieve good performance in sustainable development and tourism offers.

INTRODUCTION

Global Sustainable Tourism Council

The Global Sustainable Tourism Council® (GSTC®) is an independent and neutral organization, legally registered in the USA as a 501(c)3 non-profit organization that represents a diverse and global membership, including national and provincial governments, leading travel companies, hotels, tour operators, NGO's, individuals, and communities – all striving to achieve best practices in sustainable tourism. It is a virtual organization without a main office, with staff and volunteers working from all six populated continents. Financial support from donations, sponsorship, and membership fees allows us to provide services at low costs and to create, revise, and make available the GSTC Criteria. GSTC is an ISEAL Community Member.

The Global Sustainable Tourism Council is managing the GSTC Criteria, global standards for sustainable travel and tourism; as well as providing international accreditation for sustainable tourism Certification Bodies. There are two sets: Destination Criteria for public policymakers and destination managers, and Industry Criteria for hotels and tour operators. They are the result of a worldwide effort to develop a common language about sustainability in tourism. They are arranged in four pillars: (A) Sustainable management; (B) Socioeconomic impacts; (C) Cultural impacts; and (D) Environmental impacts. Since tourism destinations each have their own culture, environment, customs, and laws, the Criteria are designed to be adapted to local conditions and supplemented by additional criteria for the specific location and activity.

The GSTC Criteria forms the foundation Accreditation for Certification Bodies that certify hotels / accommodations, tour operators, and destinations as having sustainable policies and practices in place. GSTC does not directly certify any products or services; but provides an accreditation program to accredit Certification Bodies.

GSTC Destination Assessment

GSTC Destination Assessment is designed to introduce the destination management team to the core elements required to develop sustainable policies and practices by applying the GSTC Criteria to the destination. The Assessment process allows a destination to participate directly in GSTC application of the Criteria to the destination, to understand the destination's sustainability status against the world's leading standard, and to identify areas for improvement based on the GSTC Criteria.

The GSTC Criteria aims to address sustainability from a holistic perspective—reviewing overall governance, socio-economic benefits to the destination, cultural and heritage preservation, and environmental performance. These factors all lead to a positive investment climate, strong sense of place, and high quality of life for both residents and visitors in the destination. The GSTC destination assessment is **not an audit** and

does not constitute any kind of verification or endorsement of the destination's policies, practices, or status by GSTC. The objective of the assessment is to provide the destination an overview of current good practices and risk areas, a demonstration of practical application of the GSTC Destination Criteria (GSTC-D) for stakeholder capacity building purposes, and a tool for internal use to improve destination policy and practice to align with international best practice and the GSTC Criteria.

The GSTC-D has been built on decades of prior work and experience around the world, and they consider the numerous guidelines and standards for sustainable tourism from every continent. The GSTC-D (version 2.0) is the first revision to GSTC Destination Criteria. The GSTC-D (version 2.0) includes performance indicators designed to provide guidance in measuring compliance with the Criteria. Application of the Criteria will help a destination to contribute towards the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals.

Destination Assessment of Dubrovnik

In selecting the GSTC Destination Criteria as a guide for Dubrovnik's strategic development, the destination joins a global group of forward-thinking destinations that are prioritizing international best practices. As Dubrovnik follows steps to adopt all the GSTC Destination Criteria, the destination can better market itself to individuals who believe in and adopt sustainability practices. Based on the GSTC Destination Assessment, Dubrovnik cannot claim GSTC's endorsement of the destination or its policies. However, it would be appropriate for the destination to market that it participated in the assessment, and is committed, if true, to adopting the world's leading sustainability criteria for tourism development.

A seaport at the center of Dubrovnik-Neretva County and perched on the Adriatic Coast, Dubrovnik is a maritime economy, with tourism a key pillar. The city's diversity and plethora of natural assets presents significant potential for a unique and extensive tourism ecosystem. Developing the many individual components into cohesive products and experiences as part of a well-organized tourism value chain, however, has proved challenging to destination managers to date. Featuring world-renowned, UNESCO-designated natural, cultural, and historic assets, Dubrovnik presents a rich array of historical, architectural, and cultural experiences for residents and visitors alike to enjoy.

The robust local cultural sector has a long-standing track record of producing and organizing international performing arts events (e.g., Dubrovnik Summer Festival), exhibitions (e.g., Museum of Modern Art, Dubrovnik Museums, Museum of Natural History) and concerts (e.g., Dubrovnik Symphony Orchestra). Tourism to Dubrovnik has grown steadily in recent years.

In this context, to help advance Dubrovnik's strategic objective of pursuing balanced and sustainable tourism development, the Dubrovnik Municipality, with support of its Tourism Board, commissioned the GSTC to conduct a Destination Assessment in 2019 to assess Dubrovnik's compliance with the GSTC-D (version 1.0).

As the city of Dubrovnik has already undergone a thorough GSTC Destination Assessment in 2019, the Re-Assessment is now focused on a limited assessment based on selected criteria, particularly the risk areas that Dubrovnik had not previously performed and scored well, to which the city has since made plans to improve. In addition, the Re-Assessment includes a re-evaluation of the most critical criterion for Destination Management, criterion A1. While the Re-Assessment was conducted based on the revised Criteria, a limited re-evaluation of Dubrovnik was also conducted according to all criteria and indicators of GSTC-D (version 2.0), only for demonstration purposes, based on the provided material and the on-site evidence that have been collected.

It is recommended that findings and recommendations resulting from this Re-Assessment be used:

- ✓ to inform action on destination sustainability planning and project work
- ✓ to catalyze decision maker support for a destination tourism sustainability agenda
- ✓ as a training and education tool
- ✓ for monitoring and evaluation of destination performance
- ✓ as an input into the strategic planning process that the destination tourism authority has underway for sustainable tourism development in the city of Dubrovnik



OVERVIEW OF DUBROVNIK

Introduction

The Dubrovnik-Neretva Region is the southernmost region of the Republic of Croatia, with the largest share of the marine area in the total administrative area (81%) and it is territorially organized into 22 units of local government and self-government with five cities (Dubrovnik, Korčula, Ploče, Metković and Opuzen) and 17 municipalities (Blato, Dubrovačko primorje, Janjina, Konavle, Kula Norinska, Lastovo, Lumbarda, Mljet, Orebić, Pojezerje, Slivno, Smokvica, Ston, Trpanj, Vela Luka, Zažablje and Župa dubrovačka). The regional center is the City of Dubrovnik.

The area of Dubrovnik-Neretva county contains a narrow rugged coastal strip, part of the mountain range of Dinaric Alps, delta of Neretva river and Peljesac peninsula, Ston and the narrow coast of Rijeka Dubrovačka. In front of the coast of Dubrovnik, are located the islands of Korcula, Mljet, Lastovo, Alaphiti amongst others. Dubrovnik has a specific geopolitical position. The Region is divided by the state border line with Bosnia and Herzegovina and only in the Lower Neretva Valley it has a natural connection to the inland and a junction towards the North and the Pannonian part of Croatia. The coastline is very indented and varies in type, from sheltered bays with sandy beaches of exotic beauty to the steep shoreline with cliffs facing the open sea, which makes this Region one of the most beautiful areas of the Mediterranean.

The City of Dubrovnik is a local self-government authority employing 211 civil servants. Departments include: Mayor's Office, Administrative Department of Culture and Heritage, Administrative Department of finance, Administrative Department of Tourism, Economy and Sea, Administrative Department of Education, Sports, Social Welfare and Civil Society, Administrative Department for Traffic, Administrative Department of Construction and Project Management, Administrative Department for City Property Management, Administrative Department of Spatial Planning Documentation, Licenses, and Construction, Administrative Department of Urbanism, Spatial Planning and Environment, Administrative Department for Municipal Utilities and Local Government, Administrative Department for European Union Funds, Regional and International Cooperation, City Council, and Internal Audit Department.

Natural characteristics and tradition over the past decades indicate major tourism development opportunities and very significant opportunities for agriculture. The wide range of microclimate types and its geographical location provide this region with the possibility of growing all kinds of agricultural plants compared to other areas in Croatia. The most sensitive species of fruit trees can grow in the Dubrovnik-Neretva Region, such as citrus fruits, as well as vegetables and flowers in open areas, grape vines for top quality white and red wines of protected origin, and olive trees that are well able to stand several months of summer drought. Microregions, such as Mali Ston Bay, are especially suitable for marine culture.

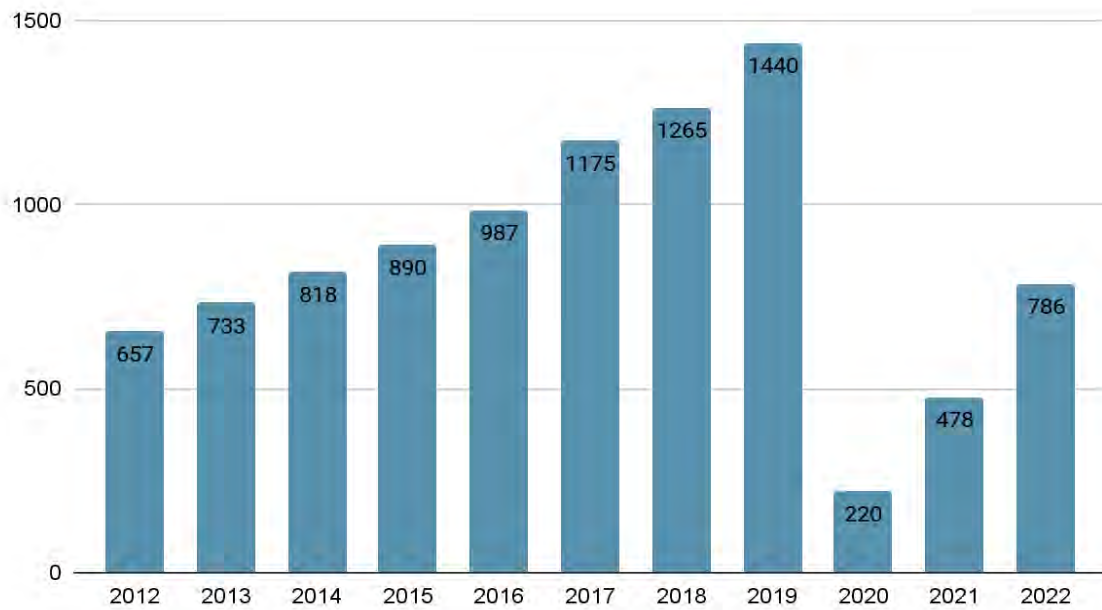
The City of Dubrovnik, with 36% of the total county population, economically dominates the whole region with 53% of the total revenue, 58% of the total tourist traffic, and with around 70% of the total tourism revenue. In addition to its nearest surroundings (Konavle, Župa Dubrovačka, Dubrovacko primorje and Elafiti Islands), other parts of the county do not generate additional economic and tourist synergy from the seat's potential. According to the last population census from 2011, the Dubrovnik-Neretva Region has 122,568 inhabitants, which is 2.86% of the total population of the Republic of Croatia.

Old Town Dubrovnik is the most visited area in Dubrovnik. This is where many of the current main attractions can be found. The first of them are the two arched gates that provide the entrances to the Medieval wall that surrounds the Old Town—one to the east (the Ploče) and one to the west (Pile). The iconic Dubrovnik walls are what define the Old City. In 1979, UNESCO declared Old Town Dubrovnik a World Heritage site. The walls were constructed between the 13th-16th Century and have been restored and maintained through many wars and events over the centuries. The first fortifications were built in the Eighth Century, but the most intense construction took place from mid-Fifteenth to the end of the Sixteenth Century. The main thoroughfare of car-free Old Town is Stradun, also known as Placa. On each side is a grid of narrow alleys where travelers can find numerous cafes and restaurants. Other attractions include The Franciscan Monastery with one of the world's oldest pharmacies (operating since 1317), Dubrovnik Cathedral, the harmonious blend of Gothic and Renaissance - style Sponza Palace, The Rector's Palace, and Dominican Monastery sheltered by the City Walls.

Tourism Status

There has been a growing number of international tourist arrivals throughout Croatia, including Dubrovnik. The country has various coastal cities on the Adriatic Sea that are also popular tourist destinations. The Dalmatia region, where Dubrovnik is based, covers much of the coastline of Croatia and includes the city of Split. The Istrian peninsula in the north, where the city of Pula is based, is also popular. According to Croatia's national tourist board, the capital Zagreb (based in the central region) was the most visited city in Croatia. Based on statistics provided by Statista, in 2018, Dubrovnik received almost 1.3 million overnight tourists. This does not include the large number of excursionists and cruise passengers that enter the city every day during the peak season. Most tourists arrive from March to November. Dubrovnik's visitors are mostly from Great Britain, then from France, Croatia, Spain, Germany, and there is a growing interest from the Greek, Turkish and Scandinavian market.

Figure 1: Number of Overnight Tourist Arrivals in Dubrovnik from 2012 to 2022 (in thousands) (Statista, 2023)



This year, Dubrovnik received 4.5 million overnight arrivals (+11% compared to 2022). The tourism season in Dubrovnik-Neretva County runs successfully from April to September. Seasonality is a major factor in the Dubrovnik tourism economy, with 49.75% of all overnight arrivals and 49.11% of all arrivals for the entire year occurring in summer months (July & August). The average age of residents in the Dubrovnik-Neretva Region is 41.5 years, considering the average age within Croatia. Largely due to the extreme seasonality of its primary economic sector, tourism, Dubrovnik faces troubling population trends, including population decline, particularly among young people seeking year-round meaningful employment.

Dubrovnik also entered a partnership with the Cruise Lines International Association to collaborate on initiatives to manage cruise tourism more sustainably in the city, which is the most common type of tourism, including components such as:

- Undertaking this GSTC Destination Assessment to identify sustainability risks facing Dubrovnik and planning a roadmap to better destination stewardship
- Engaging stakeholders including the local community and international organizations in establishing a dedicated working group for sustainable destination management
- Communicating and implementing Dubrovnik's 2020 cruise ship berthing policy
- Developing a "Respect the City" visitor education campaign

Nautical tourism represents an important sub-component in the overall tourist offer of the Dubrovnik-Neretva County and the entire Adriatic Croatia. Nautical tourism is one of the fastest growing segments of tourism in the area, but the interest of yachtsmen is not followed by an adequate level of investment in nautical infrastructure. According to the data of the Central Bureau of Statistics, there are 8 ports of nautical tourism in the county, which makes up only 5.7% of the total capacity in Croatia. Dubrovnik-Neretva County has the smallest number of nautical ports in relation to other coastal counties in Croatia (except Lika-Senj County). Of

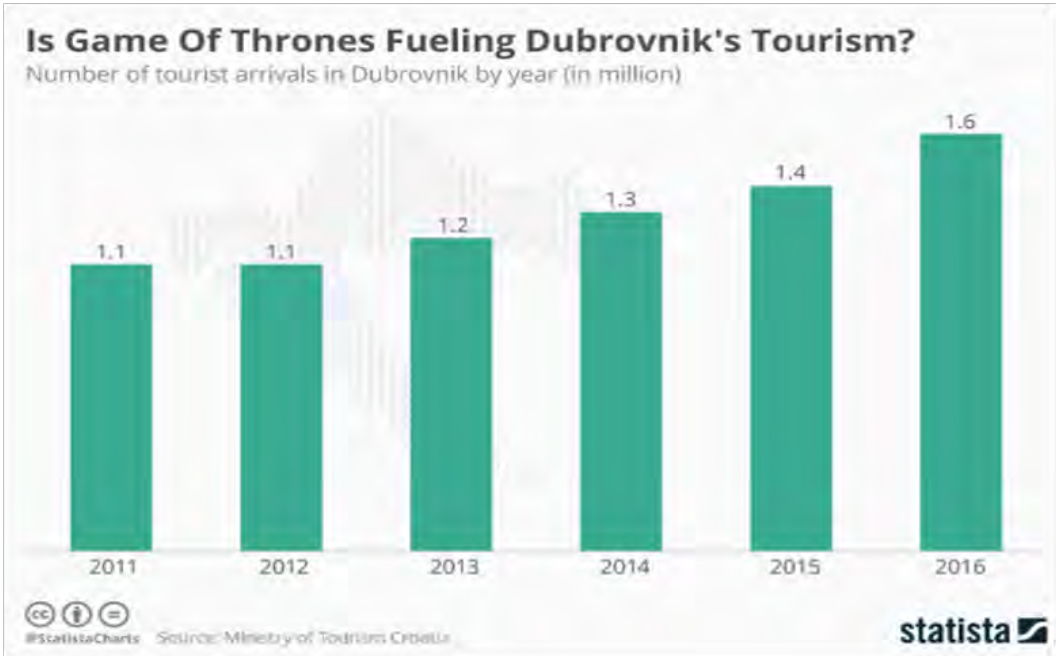
the total number, there is one nautical anchorage in the county, one dry marina, two marinas of the second category, two marinas categorized and marked by anchors and two unmarked ports of nautical tourism.

To achieve a better ratio in the total number of visitors by 2025, the following activities should be introduced:

- Develop Dubrovnik into a cruising center (transit and home port / smaller ships destination)
- Position Dubrovnik as a homeport for smaller ships
- Organize round-trip transfers for visitors from cruisers in Gruž to the City center by sea
- Establish an appropriate cooperation among agencies
- Extend and enrich excursion programmes
- Standardize accommodation/dispatch of ships and passengers
- Establish a coordinating body governing ships` and passengers` movements

Also, through the 2019 GSTC Destination Assessment, it was found that the success of Game of Thrones has drawn tourists to Dubrovnik and swelled total visitor numbers. It's location filming brings in 60,000 tourists a year, according to a study by Zagreb Institute of Economics, but this isn't the main reason for the overtourism this Croatian city now experiences in the summer months. Game of Thrones film tourism resulted in a 38% increase in tourist arrivals, a 29% increase in overnight stays, and a 37% increase in City Walls admission tickets, compared to a mere 7% increase in tourist arrivals, an 8% increase in overnight stays, and a 2% increase in City Walls admission tickets in the pre-Game-of-Thrones period.

Figure 2: Number of tourist arrivals in Dubrovnik by year (in million) (Kessel, 2017)



Dubrovnik is a global destination for both leisure and business travelers, which offers its guests a year-round experience based on culture and events. The archipelago of the Dubrovnik region, the Elaphiti Islands and the coast of Konavle is a haven for the most demanding visitors in need of leisure and relaxation. Konavle area belongs to the rural part of the cluster which rounds up the experience of visitors with its rural features and

its agricultural produce as an added value. An innovative and professional tourism management cluster manages a sophisticated tourist value chain, numerous products, and markets.

The main threats of Dubrovnik are seasonality and overtourism. For this reason, since 2022, the Dubrovnik Tourism Board (DTB) has been involved in the project of encouraging the development of sustainable tourism, together with Croatian tourist board and the Ministry of Tourism. Dubrovnik is also in cooperation with the Regional Center of Competence, which is an integral part of the Dubrovnik School of Tourism and Hospitality, and regularly includes their students in the programs. Along with the Dubrovnik Fire Brigade, the DTB are organizing the cleaning and marking of the pedestrian/cycling paths. In 2023, the plan is to create maps or digital applications. In general, the DTB wants to avoid the overtourism phenomenon and make the city more than just a summer destination. As such, the slogan: “A City for All Seasons” provides a good indication of the direction that Dubrovnik wants to go.

Table 1: Top Dubrovnik Attractions

Dubrovnik Main Attractions
Old City
City Walls
Franciscan Monastery
Placa/ Stradun
Lovrijenac
The cable car- Panorama Museum
Natural Sites (Lokrum island, Arboretum Trsteno, Elafiti islands)

ASSESSMENT METHODOLOGY

GSTC Assessment Process

The process of the GSTC Destination Assessment consists of the following phases as given below.

Figure 3: GSTC Assessment Process and Phases



Pre-desktop Assessment Phase

Two main tasks for pre-desktop assessment are stakeholder mapping and document mapping. These tasks were executed through close communication with the Destination Liaison team. The ideal Destination Liaison consists of a team of local experts, particularly with tourism, environmental, social and cultural expertise, or an individual from the public or private sectors. The liaison team supported the GSTC Destination Assessor to collect relevant information and arrange online and offline meetings with stakeholders.

- ✓ **Stakeholder Mapping:** Identify the key stakeholders who should be involved in the assessment, among those who represent all stakeholders from both the private and public sectors.
- ✓ **Document Mapping:** Identify the policy documents that address the GSTC Destination Criteria. This includes relevant legal data such as laws, regulations, or guidelines.

Onsite Assessment Phase

The onsite work may begin with an introductory workshop if this has not previously occurred. The

destination's operation, management, and cooperation systems are assessed based on the GSTC-D Criteria by interviewing various stakeholders and visiting the destination's major sites. Interviews are planned in advance based on previous stakeholder mapping and the pre-desktop assessment. The places visited are also chosen to represent the destination's tourism and have an impact on sustainability. The onsite assessment concludes with a meeting / workshop where preliminary findings from the GSTC assessor are shared, and stakeholders voice their opinions. In some cases, depending on the location, the assessor returns with a summary of results at a later time. This is dependent on factors such as location and travel.

Desktop Assessment Phase

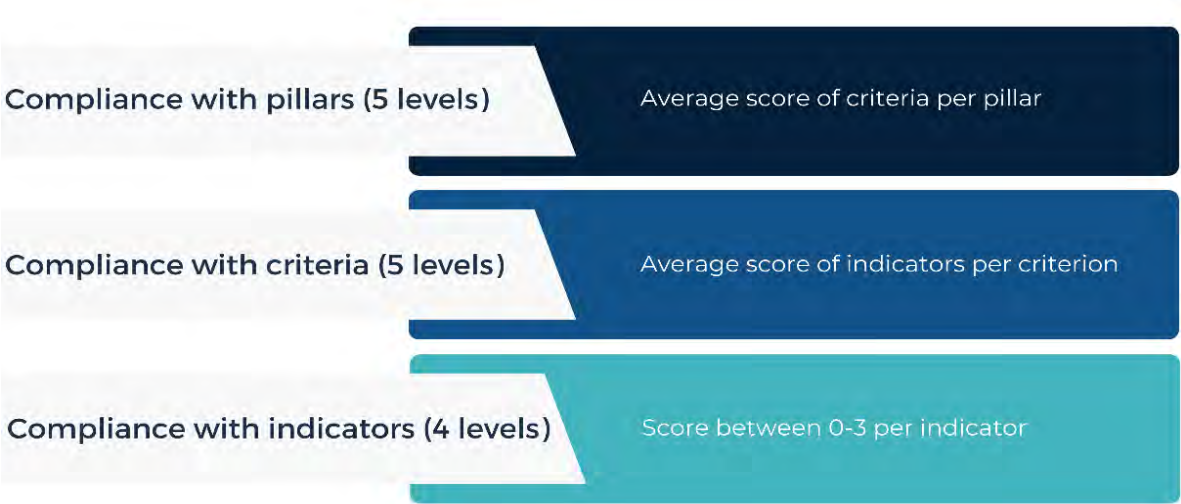
During the desktop assessment, a report is created based on the results of the onsite assessment and additional secondary data analysis. A peer review is conducted internally at GSTC to enhance the objectivity and rationality of the evaluation results. The GSTC assessor will analyze the destination's feedback once again before finalizing and submitting the destination's sustainable tourism assessment report.

GSTC Assessment Scoring

Evaluation Criteria Compliance

The destination is assessed against all GSTC Destination Criteria, and the results are shown with different colors and scores. The evaluation starts with individual indicators. The compliance level of each criterion and pillar are calculated based on the average of the indicators and criteria respectively.

Figure 4: Scoring process for Destination Assessment



Indicator Scoring: Each indicator is evaluated based on evidence discussed, produced, or observed. Indicators are scored “0” if no documents or evidence exist, “1” suggests that documentation exists, but there is no evidence of implementation or ongoing work, “2” suggests there is evidence and implementation, and “3” states that there is evidence and implementation, as well as improving trends.

Criterion Scoring: Once indicators are reviewed, a score is calculated for each criterion. The criterion score provides an overview of performance, ranging from “Areas of Risk” <1, “Areas of Moderate Risk” 1.00-1.49, “Needs Improvement” 1.50-1.99, “Good Performance” 2.00-2.49 and “Excellent Performance” >2.5.

Pillar Scoring: Each pillar score is calculated based on average criteria scores. The pillar score provides an overview of performance, ranging from “Level 1” <1 to “Level 2” 1.00-1.49, “Level 3” 1.50-1.99, “Level 4” 2.00-2.49 and “Level 5” >2.5.

Figure 5: Indicator, Criterion and Pillar Evaluation

Indicator Scoring		Criterion Scoring		Pillar Scoring	
No document exists	0	Areas of Risk	<1	Level 1	<1
Document exists	1	Areas of Moderate Risk	1.00 - 1.49	Level 2	1.00 - 1.49
Document and evidence of implementation	2	Needs Improvement	1.50 - 1.99	Level 3	1.50 - 1.99
Document, evidence, and improving trends	3	Good Performance	2.00 - 2.49	Level 4	2.00 - 2.49
Not applicable in the destination	NA	Excellent Performance	≥2.50	Level 5	≥2.50

Dubrovnik GSTC Destination Re-Assessment

In the case of the City of Dubrovnik, the GSTC Destination Assessment was executed in 2019 using the GSTC-D (version 1.0). The analytical results and outcomes of this assessment are provided in the Annex. From 2019 until 2023, the City of Dubrovnik has designed, implemented and executed a number of projects and activities to eliminate the risk areas that were identified in the 2019 assessment, while developing new strategies and plans under the difficulties of COVID-19. Coming out of this period and watching the numbers of arrivals rise once again, the City of Dubrovnik, under the rule of the Municipality of Dubrovnik, have requested second GSTC Destination Assessment, in practice a Re-Assessment, with the same methodology but according to the revised GSTC-D (version 2.0), evaluating the destination's performance after the implementation of extensive project and development plans.

The Re-Assessment was initiated in February 2023, while the on-site phase was scheduled and executed in April 2023. The focus of the Re-Assessment was on specific criteria that related to the identified risk areas of the 2019 Dubrovnik GSTC Destination Assessment. The revised GSTC-D (version 2.0) has introduced a re-arrangement of certain criteria. Thus, the Re-Assessment focuses on the following criteria:

- A1 - Destination Management Responsibility
- A3 - Monitoring & Reporting
- A4 - Enterprise Engagement & Standards
- A11 - Risk & Crisis Management
- D1 - Protection of Sensitive Environments
- D4 - Species Exploitation & Animal Welfare
- D9 - Solid Waste

Regarding the Phases of the GSTC Re-Assessment, the Pre-desktop Assessment (Phase 1) took place from 20 February - 31 March 2023, where new developments since the 2019 assessment were studied and evaluated. Phase 2 of the Destination Re-Assessment, namely the Onsite Assessment, took place from 2-5 of April 2023. A limited evaluation was conducted focusing mainly on the specifically targeted criteria and high-priority areas derived from the 2019 assessment in order to identify the progress that has been done and any areas for further improvement. During the Onsite Assessment, the development of those criteria since the 2019 assessment was discussed and presented in a dedicated workshop. Phase 3 (6 April - May 2023) and Phase 4 (June - September 2023), Desktop Assessment and Report Preparation, revolved around a revision of all documents and information collected, as well as the development of this report.

Figure 6: Introduction meeting of GSTC Assessor with City officials (Mayor & Deputy Mayor) in 2023



Figure 7: The opening orientation workshop in 2023



Figure 8: Stakeholder consultation meetings in 2023

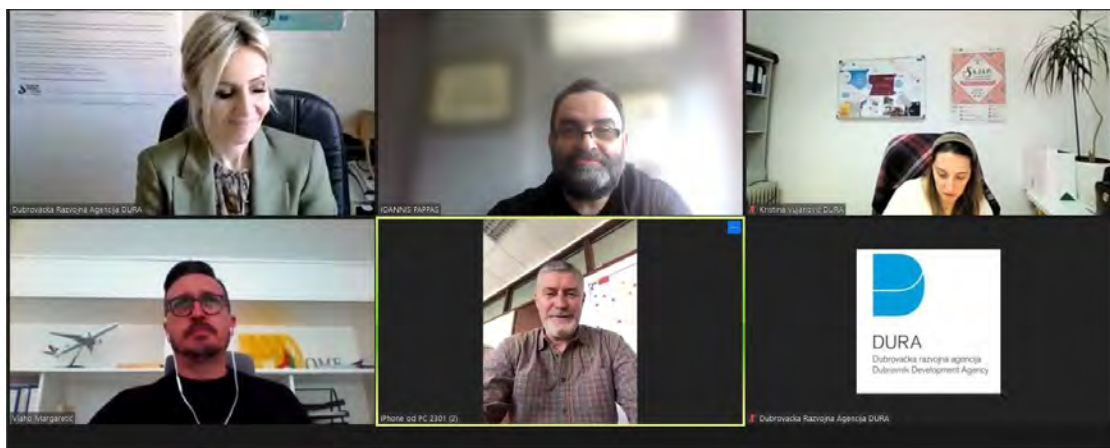


Figure 9: Field visit to Dubrovnik Development Plants in 2023



Figure 10: Field visit to Dubrovnik Water Facilities (Vodavod) in 2023



Figure 11: Field visit to Dubrovnik New Animal Shelter Facilities in 2023



Figure 12: Field visit to Lokrum Facilities in 2023



DESTINATION RE-ASSESSMENT RESULTS

Re-Assessment Process

The process of Re-Assessment serves a crucial function in evaluating identifiable differences using specialized frameworks such as GSTC-D, particularly regarding the frequency of such evaluation. The methodology that is implemented in the case of the Re-Assessment of Dubrovnik includes an external assessment two to three years apart, complemented by internal self-assessments annually. The external Re-Assessment was requested by the City of Dubrovnik approximately three years after the initial Destination assessment. However, it is not clear if the Municipality of Dubrovnik or other organizations that are officially related with the destination have executed any internal assessments using the GSTC-D prior to the development of this report.

In general, the concepts of 'Re-Assessment' could involve the following:

- **Frequency of Re-Assessment:** External assessments should ideally be conducted every three years at a minimum, with internal self-assessments occurring annually. The frequency of these evaluations is vital in maintaining accurate and up-to-date data.
- **Purpose of Re-Assessment:** The underlying motivation for these Re-Assessments is multifaceted. Primarily, they facilitate the measurement of development and verification of data, which are integral in the evaluation of action plans, implementation phases, and operational stages. This, in turn, allows for the identification and justification of any variances in Key Performance Indicators (KPIs), such as tangible metrics like tourist arrivals, financial benefits, and developmental effectiveness.
- **Requirements:** Effective Re-Assessments necessitates trained personnel with competitive capabilities. In particular, entities such as DURA and the local municipality must have specialized teams in place. Additionally, implementing a Sustainability Management System (SMS) is paramount.
- **Monitoring:** The monitoring aspect is equally vital and extends beyond traditional KPIs. This involves the integration of various frameworks, not limited to GSTC but encompassing Sustainable Development Goals (SDGs), Environmental, Social, and Governance (ESGs), and other relevant systems. The incorporation of a reliable, digitally based platform is essential for evaluating improvements or variations in KPI outcomes. Transparency and participative engagement across the stakeholder value chain, including tourists, destinations, NGOs, and local communities, are indispensable components of this process.

GSTC Re-Assessment Results on Specific Criteria

Based on the terms of agreement between GSTC & the Municipality of Dubrovnik, the major targets of the executed Re-Assessment were:

- External evaluation of the destination performance of the Municipality of Dubrovnik, focusing on the City of Dubrovnik, for the 7 selected criteria
- Use of the GSTC Destination Assessment methodology
- Use of the revised GSTC-D (version 2.0)
- Focus on specific criteria that were identified in the 2019 Destination Assessment, with very low performance (Risk area / Red), which were A3, A4, A11, D1, D4, and D9
- Evaluation also criterion A1 as a critical one for every destination

Under the above terms, the evaluation outcomes for the selected criteria are given below, per criterion.

A1. Destination Management Responsibility

The destination has an effective organization (Dubrovnik Tourism Organization – Tourism Board of Dubrovnik) in place, with a lot of activities that are demonstrating the high level of responsibility on the coordination of Sustainable Tourism, with involvement by the private sector, public sector and civil society. During the assessment, a number of projects and actions were found that have been undertaken by this organization in that direction since 2019, such as:

- ✓ Promoting Dubrovnik as a safe destination
- ✓ Virtual tours
- ✓ Online promotion
- ✓ Support for local businesses
- ✓ Development of new tourism products
- ✓ Certification of sustainable tourism practices
- ✓ Promotion of eco-friendly activities
- ✓ Education and awareness
- ✓ Preservation of cultural heritage
- ✓ Reduction of carbon footprint

Table 2: Comparison of 2019 & 2023 Dubrovnik GSTC Assessment Performance for A1

CRITERION (GSTC-D- V2.0)	SCORE 2023 (GSTC-D- V2.0)	SCORE 2019 (GSTC-D- V1.0)
A1	2.60	2.20 (A1)

Figure 13: A Consultation Process of City of Dubrovnik Citizens in 2023



A3. Monitoring and Reporting

During the assessment, there was evidence that the destination is implementing a system to monitor and respond to socio- economic, cultural and environmental issues and impacts arising from tourism. In general, the "Let's Respect the City!" program has already stimulated the appropriate developmental processes in its first year of implementation, which in the following stages (after 2019) opened for even stronger interaction with all relevant stakeholders in the discussion and optimization of guidelines and activities arising from a set of selected strategic development foundations. Some of the most important ones include:

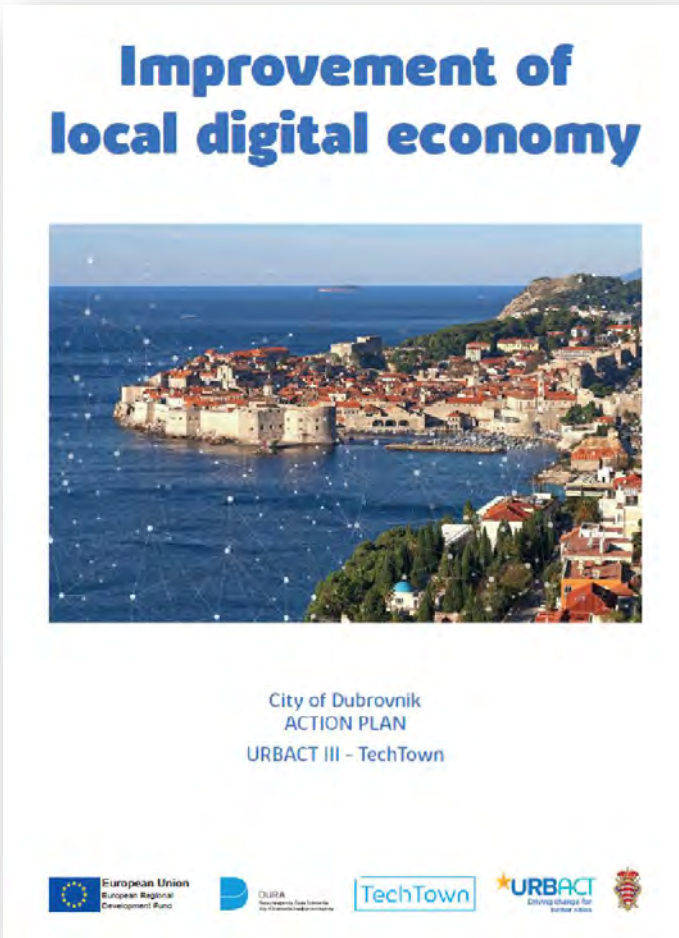
- ✓ Development strategy for tourism and provisions in cruising tourism in the Dubrovnik area (Phase I)
- ✓ Management plan for the UNESCO World Heritage site "Old City of Dubrovnik"
- ✓ Study of sustainability of tourism development and receptive capacity with an action plan for the City of Dubrovnik
- ✓ Development strategy for tourism of the Dubrovnik-Neretva County 2012-2022
- ✓ Development strategy for tourism of the Republic of Croatia until 2020
- ✓ Managing tourism in World Heritage sites: Practical manual for World Heritage managers, UNESCO
- ✓ Overtourism: UNWTO strategies for managing urban destinations
- ✓ City of Dubrovnik strategic plan 2018-2020
- ✓ Development strategy for culture of the City of Dubrovnik
- ✓ Development strategy for smart city of Dubrovnik
- ✓ Spatial plan for the City of Dubrovnik & General urban plan of Dubrovnik
- ✓ Traffic study and mobility plan of the City of Dubrovnik
- ✓ Development strategy for tourism of the Dubrovnik-Neretva County 2012-2022
- ✓ Regional development strategy of the Dubrovnik-Neretva County 2016-2020
- ✓ Guidelines for integrated management of the coastal area of the Dubrovnik-Neretva County
- ✓ Human resources development strategy of the Dubrovnik-Neretva County 2016-2020
- ✓ ICT strategy of the Dubrovnik-Neretva County
- ✓ Study of development of joint tourist products of central, southern Dalmatia and Herzegovina with marketing strategy
- ✓ Demographic development of the Dubrovnik-Neretva County
- ✓ Master plan for the development of the functional region of southern Dalmatia and strategic assessments of the impact of the plan/programme on the environment with an assessment of the impact on world cultural heritage sites
- ✓ Strategy and action plan for the protection of biological and landscape diversity of the Republic of Croatia
- ✓ Transport Development Strategy of the Republic of Croatia 2017-2030
- ✓ Partnership agreement between the Republic of Croatia and the European Commission for the use of EU structural and investment funds for growth and jobs in the period 2014-2020
- ✓ Operational Programme "Competitiveness and Cohesion 2014-2020"
- ✓ Operational Programme "Effective Human Resources 2014-2020"
- ✓ Europe 2020 - European Strategy for smart, sustainable and inclusive growth

Based on that, many actions and outcomes are regularly monitored, evaluated, and publicly reported through several platforms, such as "Let's Respect the City!", which was transformed from a project to a more interactive platform for the destination, with a number of indicators related with the operation and monitoring. More about this initiative can be found in the reference material.

Table 3: Comparison of 2019 & 2023 Dubrovnik GSTC Assessment Performance for A3

CRITERION (GSTC-D- V2.0)	SCORE 2023 (GSTC-D- V2.0)	SCORE 2019 (GSTC-D- V1.0)
A3	1.25	0.67 (A3)

Figure 14: The City of Dubrovnik Action Plan for Improvement of Local Digital Economy in 2023



A4. Enterprise Engagement and Sustainability Standards

Following the 2019 Dubrovnik GSTC Destination Assessment outcomes, the destination, either in private and public domains, was missing a broad and effective policy on the promotion and education of the stakeholders for the need and use of sustainability standards.

Following this identified top issue in the action planning outcomes, significant work was put in, and mostly on the management level, to introduce sustainable tourism, certification, and why there should be an important tool towards sustainable tourism.

During the on-site meetings, it was obvious that there are facilities (mainly accommodations) have one or more sustainability certificates with a GSTC-Recognized Standard. However, it was obvious that there was no awareness in regard to the number of certified businesses or a list of them at the destination management level.

To change that, the destination has created several activities to make improvements. The most important are highlighted below :

- ✓ Agreement with the University - application of sustainability standards in Dubrovnik via an extensive training / education / awareness programme with the private sector (already executed).
- ✓ Action plan of the “Respect the City” Program for the period until 2025 where the introduction, implementation and support of Sustainability standards is a central priority.
- ✓ Development and establishment of management systems - development and implementation of marketing strategies, standards, tools, and activities.
- ✓ Upscale Local Souvenir Scheme - 40 outlets were marked with symbol Authentically Croatian souvenirs.

Table 4: Comparison of 2019 & 2023 Dubrovnik GSTC Assessment Performance for A4

CRITERION (GSTC-D- V2.0)	SCORE 2023 (GSTC-D- V2.0)	SCORE 2019 (GSTC-D- V1.0)
A4	1.40	0.50 (A11)

Figure 15: An example of Local Companies Certifications / Awards in 2023



A11. Risk and Crisis Management

During the Destination Re-Assessment, the assessor identified evidence that the destination is working on several tools and policies on risk identification, action plans for risk reduction, crisis management and emergency response plans that is appropriate to the destination. The most important documents that have been found on this subject and introduced since the 2019 assessment are :

- Management plan for the UNESCO World Heritage site "Old City of Dubrovnik"
- Climate Adaptation Plan of the City of Dubrovnik
- Managing tourism in World Heritage sites: Practical manual for World Heritage managers, UNESCO
- Development strategy for culture of the City of Dubrovnik
- Traffic study and mobility plan of the City of Dubrovnik
- Demographic development of the Dubrovnik-Neretva County
- Master plan for the development of the southern Dalmatia region and strategic assessments of the impact of the plan/programme on the environment with an assessment of the impact on world cultural heritage sites
- Analysis of the state of the civil protection system
- Annual plan for the development of the civil protection system with a three-year financial impact
- Action plan of the City of Dubrovnik in the area of natural disasters for the year 2023

These plans are well communicated through initial consultations and dissemination to the residents and enterprises, mostly via the licensing process. However, for the visitors, it was not so obvious how this 'communication' is achieved. Also, procedures and resources are established for implementing the plan, while some of these risk-related plans have been updated since.

Based on the above approach, the most important tasks that have been designed and implemented are the following :

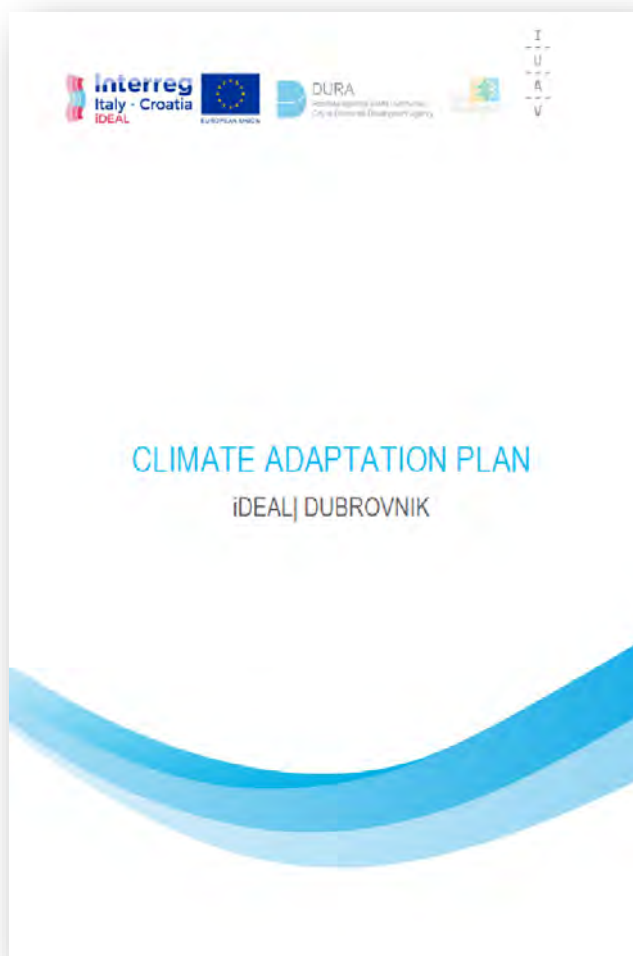
- ✓ TASK 1: Evaluate existing plans and make necessary improvements, adapt existing systems to include pandemic response and recovery.
- ✓ TASK 2: Develop the carrying capacity of the locality and management plans.
- ✓ TASK 3: Conduct education/awareness raising in the private and public sector, especially for tour operators and tourist guides.
- ✓ TASK 4: Install the necessary infrastructure for timely warning and cover the entire area with a sound warning system.
- ✓ TASK 5: Prepare shelters within the city.
- ✓ TASK 6: Prepare written notifications for households, set up screens with pictures, set up a schematic diagram for public institutions "how to behave in crisis situations".
- ✓ TASK 7: New plans until 2021, according to RTC priorities, strategic projects (2021-2027) and integrated development program Dubrovnik 2030.
- ✓ TASK 8: Public education about crisis situations and management plans.

- ✓ TASK 9: Regularly updated plans based on acquired experiences.
- ✓ TASK 10: Competence and awareness of central management team, visitors, and supply chain.
- ✓ TASK 11: Financing the implementation of the purchase and maintenance of the entire device.
- ✓ TASK 12: Number of annual evacuation drills in case of seismic activity.

Table 5: Comparison of 2019 & 2023 Dubrovnik GSTC Assessment Performance for A11

CRITERION (GSTC-D- V2.0)	SCORE 2023 (GSTC-D- V2.0)	SCORE 2019 (GSTC-D- V1.0)
A11	2.25	0.80 (A13)

Figure 16: The Climate Adaptation Plan of the City of Dubrovnik (2020)



D1. Protection of sensitive environments

After the period of the 2019 Dubrovnik GSTC Destination Assessment, a number of activities have taken place to support the protection of sensitive environments, mainly from the Administrative Department for Urbanism, Spatial Planning and Environmental Protection. The most important ones were:

- participation in the drafting of acts regulating spatial planning and environmental protection issues
- preparation and make the necessary reports
- carry out procedures to make amendments to existing and to create new spatial planning documents in accordance with the law
- carry out procedures to make amendments to existing and to create new environmental protection and waste management documents in accordance with the law
- participation in the implementation of the program of maintenance and improvement of protected nature areas in the City of Dubrovnik
- cooperation with civil society organizations in the field of environmental and nature protection, urbanism, and spatial planning

Also, a number of activities in Lokrum are supporting this achievement (after 2019):

- ✓ Monitoring of the state and measures of integrated forest protection for the Mediterranean horseshoe crab (*Orthotomicus erosus*) and other associated species on the island of Lokrum
- ✓ Monitoring the bat fauna of the island of Lokrum and determining the exact location of the maternity colony of Kolombatović's long-eared bat in the Benedictine monastery and Maksimilian's summer house, as well as hunting routes and the way of using key habitats on the island of Lokrum through international cooperation with VWT
- ✓ Speleological research and creation of a topographical plan of the 3D model of the speleological object - the Dead Sea site
- ✓ Systematic speleological reconnaissance and research of the land part of the island of Lokrum and its undersea
- ✓ Speleo-diving research under the sea of the southwestern pier on the island of Lokrum
- ✓ Monitoring the potential restoration of the lost habitat type of Eumediterranean grasslands (*Thero-Brachypodietea*) in special forest vegetation reserve Lokrum Island
- ✓ Preservation of the noble periwinkle (*Pinna nobilis*) in the southern part of the Adriatic Sea
- ✓ Structural and vegetation characteristics of phytocenoses on permanent experimental plots of the special reserve of forest vegetation

In addition, a number of supporting documentation were found, including:

- ✓ Development strategy for tourism and provisions in cruising tourism in the Dubrovnik area (Phase I)
- ✓ Study of sustainability of tourism development and receptive capacity with an action plan for the City of Dubrovnik
- ✓ Traffic study and mobility plan of the City of Dubrovnik
- ✓ Guidelines for integrated management of the coastal area of the Dubrovnik-Neretva County

- ✓ Master plan for the development of the functional region of southern Dalmatia and strategic assessments of the impact of the plan/programme on the environment with an assessment of the impact on world cultural heritage sites

Furthermore, the Marine Institute is participating in the “Explore Cross-border Aquatic Biodiversity – EXChangE” project, where they are developing a **new tourism product** called “**Blue Pass**”, which will enable visits of new thematic routes with improved infrastructure in **Dubrovnik and Aquarium** (Croatia), Kotor and Aquarium Boka (Montenegro), Hutovo Blato Aqua Path, and Mostar Old Bridge and River Neretva (Bosnia and Herzegovina). The main objective was to strengthen and diversify the tourism offer through exploring cross-border aquatic biodiversity and to enable better management and sustainable use of cultural and natural heritage. Within the project, the **Blue Pass ticket** was created as an invitation to explore thematic routes in the cross-border areas of Croatia – Bosnia and Herzegovina – Montenegro.

There is also a **Blue Pass app** that can be downloaded from Google Play or the App Store. This can be used as a guide where you can find information regarding natural and cultural heritage of the thematic routes. More information on <https://exchange.imp-du.com/exchange/>.

Table 6: Comparison of 2019 & 2023 Dubrovnik GSTC Assessment Performance for D1

CRITERION (GSTC-D-V2.0)	SCORE 2023 (GSTC-D-V2.0)	SCORE 2019 (GSTC-D-V1.0)
D1	2.50	0.50 (D1)

Figure 17: An information board with visitors instructions on Lokrum in 2023



D4. Species exploitation and animal welfare

The evidence collected at the on-site visit proved that the destination has a system to ensure compliance with local, national, and international laws and standards that seek to ensure animal welfare and conservation of species (including animals, plants and all living organisms). This is based on the joint activities of several local and national organizations, but mostly is supported by:

- Urban and Ecology Department
- Lokrum Island Preservation and Protection Organization
- Institute for Marine and Coastal Research
- University of Dubrovnik
- DURA

The Institute for Marine and Coastal Research (Further Institute, <https://www.imp-du.com/>), temporarily part of the University of Dubrovnik, was founded in 1949 by the Croatian Academy of Sciences and Arts. The Institute established the Dubrovnik Aquarium (1953) and Botanical Garden (1960) on the island of Lokrum. Since its inception, the Aquarium has always been part of the Institute, i.e. its Laboratory for Aquaculture and Aquaristics. In addition, the staff of the Institute takes care of the Botanical Garden, at Lokrum island where someone could identify a lot of activities on supporting local species and threats from alien ones.

The activities of the Institute are fundamental and concern the study of the natural conditions of the Adriatic Sea and its coast, in particular the study of the taxonomy and ecology of most planktonic groups (plankton). The Institute conducts research on the structure and function of coastal and open sea ecosystems. It also provides interpretation of scientific information in the service of development and promotion of cooperation of researchers with similar institutes and scientific groups in Croatia and abroad. Several international scientific projects have been carried out at the Institute from 2020 until now. The most important are as follows: (i) Marine lake as a model for ecosystem response to environmental changes; (ii) Agrobiodiversity - basis for adaptation and mitigation of climate change impacts in agriculture; (iii) Sensitivity of commercially important shellfish in eastern Adriatic aquaculture to changes in environmental conditions; (iv) Phylogenetic reconstruction using Gaussian processes; (v) Heterogeneous autonomous robotic systems in viticulture and mariculture; (vi) New aspects of vertical migration of zooplankton in the complex ecosystem of the open southern Adriatic, etc.

Dubrovnik Aquarium is focusing a lot on the identification of alien species in the Adriatic Sea, and the whole exhibition is focusing on that subject, identifying the potential problem, as well as creating awareness and communicating to visitors and locals. Also, it is certified as sustainable aquarium by “**Friend of the Sea**”, meeting certain standards as:

1. Environmental Management System,
2. Aquarium Species,
3. Animal Welfare,
4. Education and Conservation,
5. Pollution Prevention,
6. Social Accountability

Finally, an issue that was identified during the first assessment was the lack of efficient and licensed facilities for housing, care, and handling of all wild and domestic animals. The destination has taken the first step by implementing a new animal shelter, which meets the good standards of animal welfare, and it is a step towards the final solution with an ambitious project under financing that is presented by the Municipality.

Table 7: Comparison of 2019 & 2023 Dubrovnik GSTC Assessment Performance for D4

CRITERION (GSTC-D- V2.0)	SCORE 2023 (GSTC-D- V2.0)	SCORE 2019 (GSTC-D- V1.0)
D4	2.40	0.50 (D4)

Figure 18: The entrance sign at the new City Animal Shelter in 2023



D9. Solid Waste

During the Re-Assessment of Dubrovnik, evidence of progress is found on the issue of waste management. During 2020, the first stage of landfill remediation was completed, and it was, thereafter, determined that the remaining capacity of the landfill is about 90,000 m³ of waste. In 2020, the City of Dubrovnik continued to carry out educational and informational activities, waste removal actions, and landfill management.

Also, during 2020, the mayor signed an Agreement on Cooperation in the Plastic Smart Cities Project, the activities of which are presented at the following link <https://www.dubrovnik.hr/plastic-smart-cities>.

In addition, in July 2020, an Agreement on Cooperation was signed between the Association for Nature, Environment, and Sustainable Development Sunce, WWF Mediterranean and the City of Dubrovnik, aiming to contribute in reducing their own plastic footprint in various segments of social life, and raising awareness of residents and tourists, both on the local and national level, regarding the causes and consequences of plastic pollution on the environment, marine and terrestrial ecosystems, and human health. The project is scheduled to last two years, during which various activities are planned in order to reduce the plastic footprint by implementing measures to diminish or stop the use of disposable plastic in various segments of social life of the city, and to improve the management of waste plastic. The goal is to reduce plastic pollution by 30% within two years.

On the education and awareness level, in 2020, the City of Dubrovnik continued to carry out educational and informative activities, waste removal actions, and landfill management, marking the *International Day for the Fight Against Plastic Bags* – distributing eco bags, and educating the public about the importance of using them and reducing the use of plastic bags, as well as undertaking the actions Green and Blue Purges as part of the global “Let 's Do It Movement”. During 2020, the action was held on September 19 at several locations, although to a lesser extent due to compliance with epidemiological measures resulting from the pandemic, and thus with several collaborating companies, associations, and institutions. 130 volunteers took part in this action at several locations (Old Water Supply Route, Srđ - Plateau in front of the Homeland War Museum, and the area towards Strinčjera, the area under the Children's Playground next to the Eco-centre in Mokošica, Šipan - Suđurađ, Lokrum – Seabed, and Portoč bay, and the Velika and Mala Petka Forest Park).

During 2020, the ReDu Project was actively implemented - the implementation of the Program of Educational and Informative Activities on Waste Management of the City of Dubrovnik, the implementation of which began on August 8, 2018, and lasted less than two years. The implementation of the project activities was intended to contribute to increasing the rate of separately collected municipal waste, reducing the amount of waste disposed in landfills, and building awareness of the Citizens of the City of Dubrovnik about the importance of municipal waste management. The project consisted of a series of informational and educational activities by which the citizens of the City of Dubrovnik, as the main target group, were fully informed and acquainted with the goals of waste management, and motivated to achieve them. In the same year, as part of the project, 2 Educational Lectures were held by professional lecturers on the following Topics: 1. Problems of Marine Litter; 2. Separate Waste Collection in Kindergartens and Schools. Two Workshops, "Separate Waste Collection in Kindergartens", and "Schools for Teachers of Dubrovnik Kindergartens", were held. As part of the project, a picture book, "I Care About My City", was published in the Dubrovnik Dialect, and distributed to Kindergartens and Schools in the area of the City of Dubrovnik.

Finally, in 2020, the Municipal Service Monitoring Officers supervised illegal landfills, and conducted misdemeanour and administrative proceedings against persons who did not act in accordance with legal provisions (a total of seven procedures). However, still the real issue of an operational facility for accepting the products of recycling is not there, which creates numbers of issues on that level.

Table 8: Comparison of 2019 & 2023 Dubrovnik GSTC Assessment Performance for D9

CRITERION (GSTC-D- V2.0)	SCORE 2023 (GSTC-D- V2.0)	SCORE 2019 (GSTC-D- V1.0)
D9	1.88	0.75 (D9)

Figure 19: An example of new solid waste management campaign and recycling in 2023



Summary of Outcomes

Based on the evidence gathered and the executed analysis, the performance of Dubrovnik through the selected seven GSTC-D Criteria, exhibited a positive difference since the 2019 Dubrovnik GSTC Destination Assessment. Throughout the on-site and preparation phases, there was an evaluation of the specified criteria but also the adoption of a risk scoring approach for all the criteria based on the revised GSTC-D (version 2.0). Consequently, a comprehensive evaluation of the different pillars was conducted. Notably, management exhibited a variation in performance, primarily attributed to monitoring and reporting, as well as engagement with sustainability standards within the private sector.

It should be noted that the Municipality and DURA have utilized the findings from the 2019 Assessment to pinpoint and implement the necessary changes aimed at eliminating the 'Red' criteria / indicators. This effort has yielded significant progress. In order to expedite this process, particularly during the period of COVID-19, they have initiated a series of projects. These projects quickly matured with the intention of financing them upon reopening, where in many domains, such as wastewater and management issues, the results have been impressive.

It's important to recognize that the COVID-19 pandemic has shifted most consultations to digital platforms. This digital transformation has been a positive development overall and it has also led to increased local participation in the consultation process for numerous projects.

Table 9: Comparison of 2019 & 2023 Dubrovnik GSTC Assessment Performance for selected criteria

CRITERION (GSTC-D- V2.0)	SCORE 2023 (GSTC- D-V2.0)	SCORE 2019 (GSTC- D-V1.0)	SCORE CHANGE (2023 vs 2019)
A1	2.60	2.20 (A1)	+ 0.40
A3	1.25	0.67 (A3)	+ 0.58
A4	1.40	0.50 (A11)	+ 0.90
A11	2.25	0.80 (A13)	+ 1.45
D1	2.50	0.50 (D1)	+ 2.00
D4	2.40	0.50 (D4)	+ 1.90
D9	1.88	0.75 (D9)	+ 1.13

Re-Assessment | All Criteria Analysis

Originally, the focus of the Re-Assessment was on specific criteria that related to the identified risk areas of the 2019 Dubrovnik GSTC Destination Assessment. However, the Destination Liaison team provided all the necessary plus additional material, the Re-Assessment is also providing an opportunity for an initial estimation of the overall performance of the Destination in all the four main pillars of destination sustainability: (1) destination policy and planning, (2) community involvement and benefits, (3) management of cultural assets, and (4) environmental and natural resource management.

It should be noted and emphasized that this overall performance calculation is based on newly collected but limited evidence in 2023 and is indicative and non-binding. In order for the destination to have a validated and comprehensive score of their performance, a GSTC Destination Assessment should be conducted on all the GSTC-D Criteria, following the GSTC Destination Assessment Methodology that was presented.

Thus, to determine the level of compliance with each of the GSTC Destination Criteria and Indicators, the GSTC assessor analyzed performance as illustrated in Table 10 and Figure 20. Of the 174 indicators analyzed, 57 (32.8%) were rated “green,” 84 (48.3%) were rated “yellow,” 21 (12.1%) were rated “pink,” and 8 (4.6%) were rated “red.” Indicators marked in red, or pink represent gaps or risks to the sustainable management of the destination.

Table 10: GSTC Performance Levels and Associated Color Scheme

C o l o r	Green	Yellow	Pink	Red	N/A
<i>D e s c r i p t i o n</i>	<i>Document ation of policy exists, and it is being implem ented in an exemplary manner- on par with best practice. (excellent performan ce)</i>	<i>Documentatio n of policy exists, and it is being implemented in an acceptable manner, with some improvements identified. (good performance with some improvement needs)</i>	<i>Document ation of policy exists, and it is not being implem ented or vice versa. (low performan ce / middle risk)</i>	<i>No document ation of policy exists, and it is not being implem ented. (no performan ce / high risk)</i>	<i>The indicato r is not applica ble to the destinat ion</i>

Of the four categories of destination sustainability, the 2023 Assessment showed Dubrovnik performing best in capturing social and economic benefits, and in cultural asset management. The results indicated room for improvement in destination management and environmental sustainability systems. Figure 21 presents an overview of the results from the 2023 Dubrovnik GSTC Destination Assessment.

The following charts show the destination’s performance in each sustainability pillar by number of criterion :

Figure 20: GSTC Destination Scoring by Pillar and Indicators (2023)

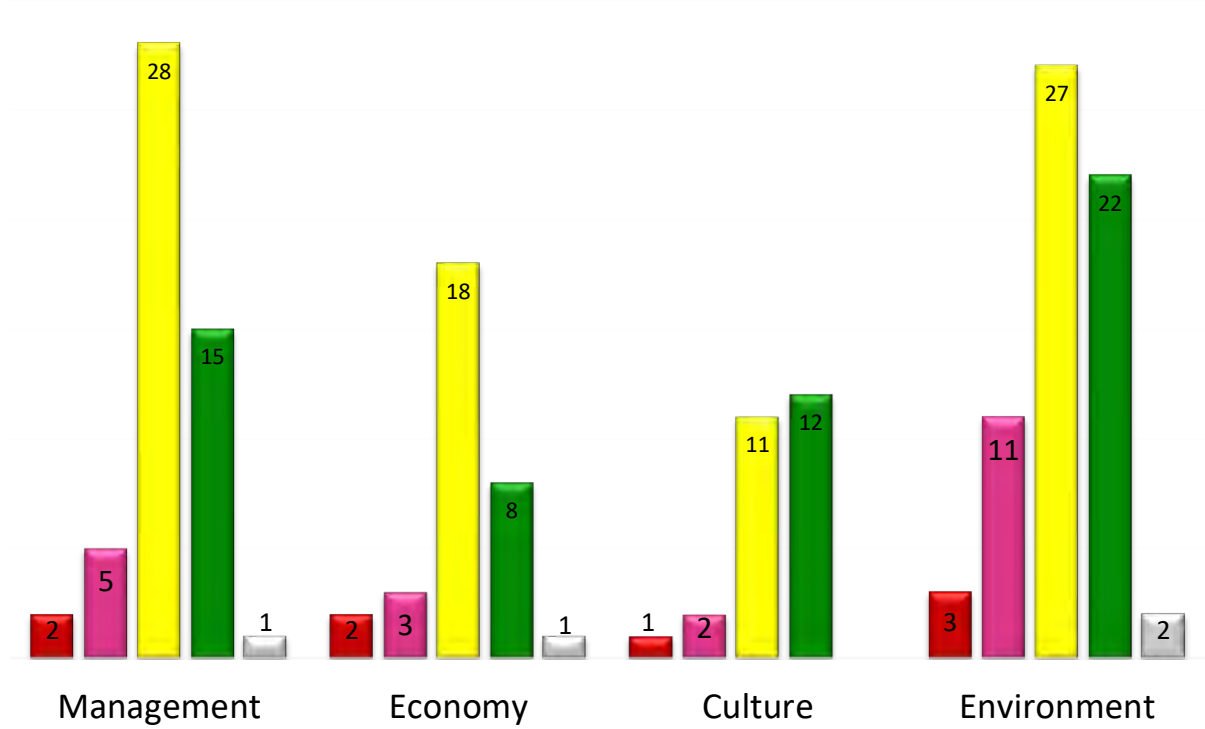


Figure 21: Overall performance for all indicators (2023)

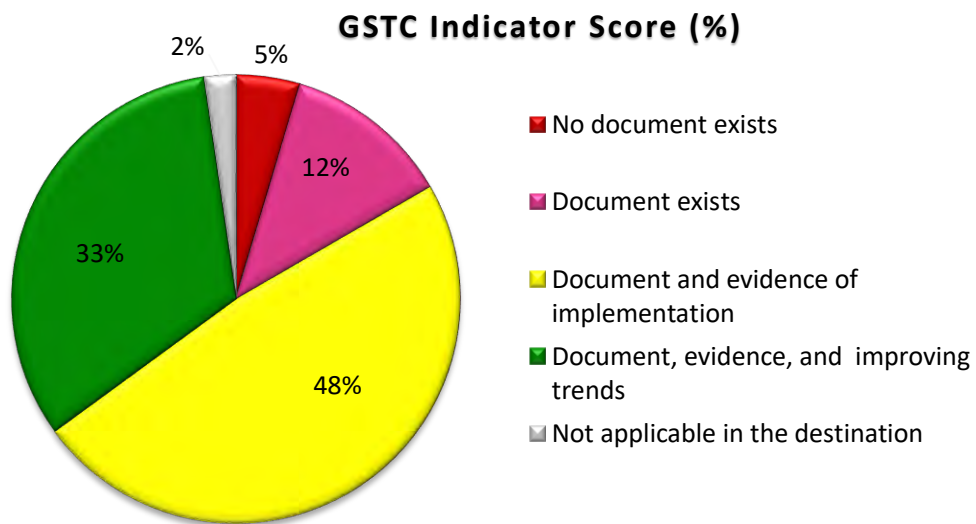


Figure 22: Performances of each sustainability pillar per indicator (2023)

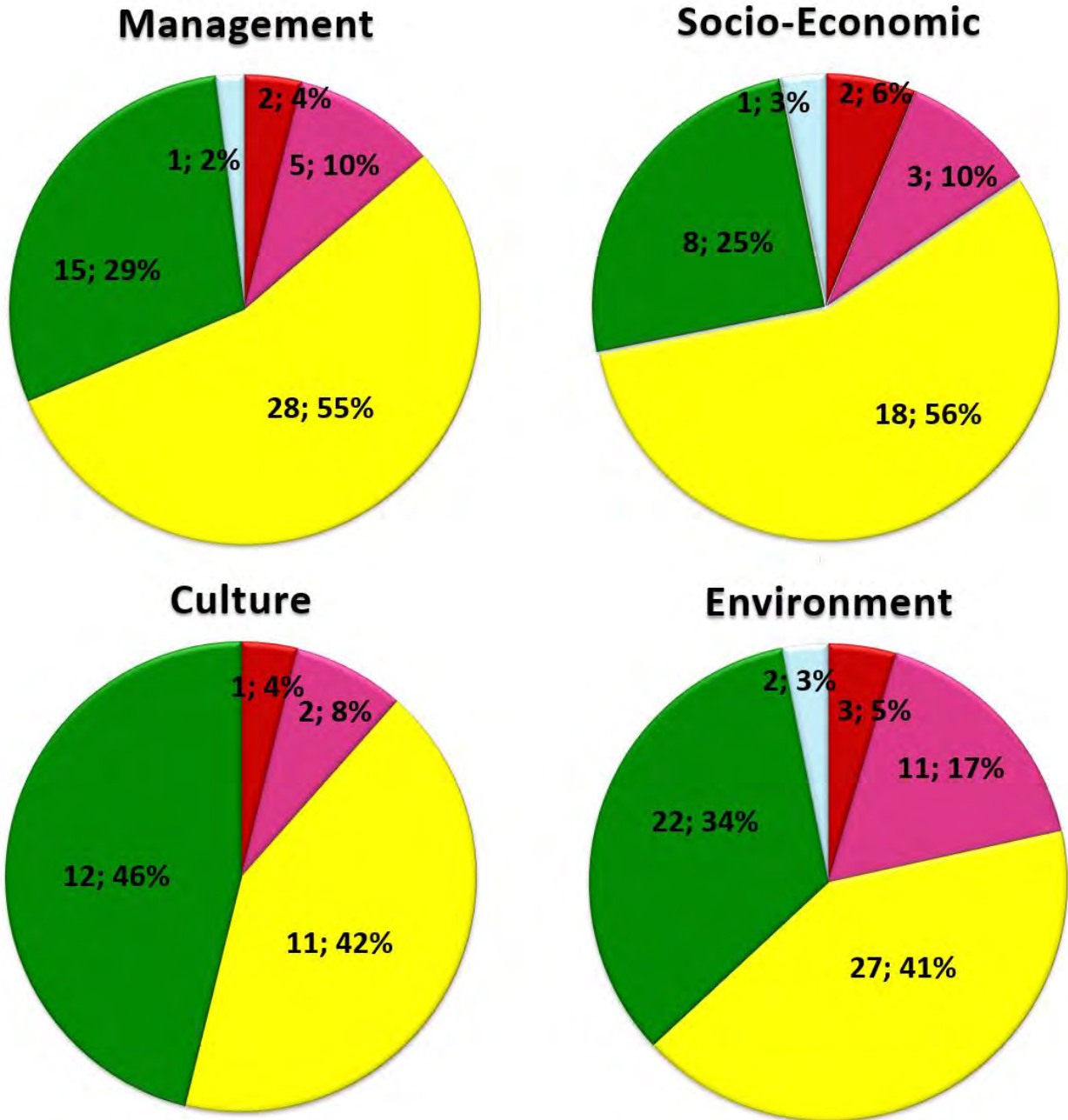


Figure 23: GSTC Criteria Score using the evaluation limits (2023)

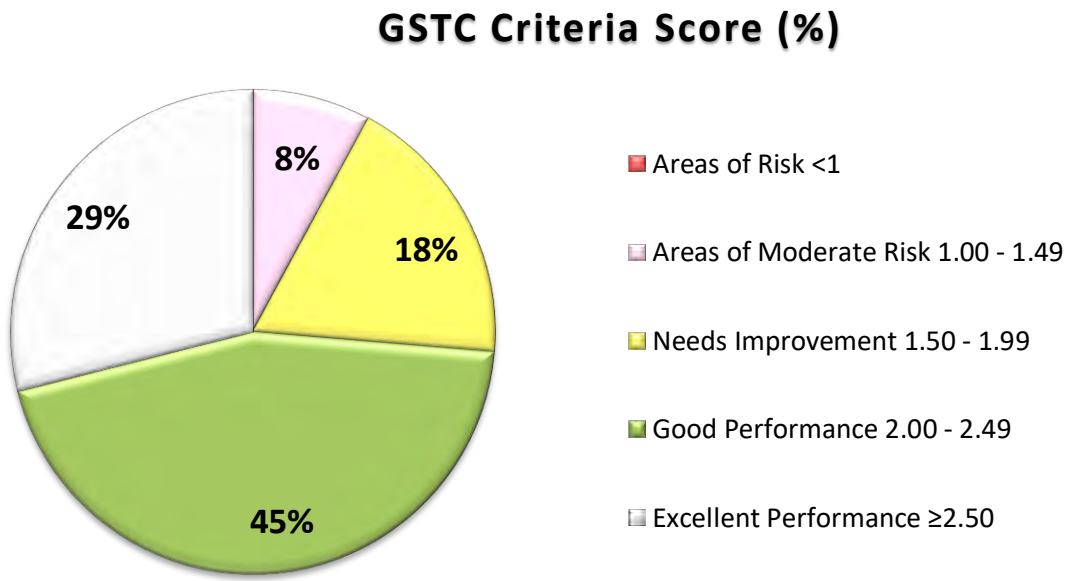


Figure 24: Criteria per Performance Category (2023)

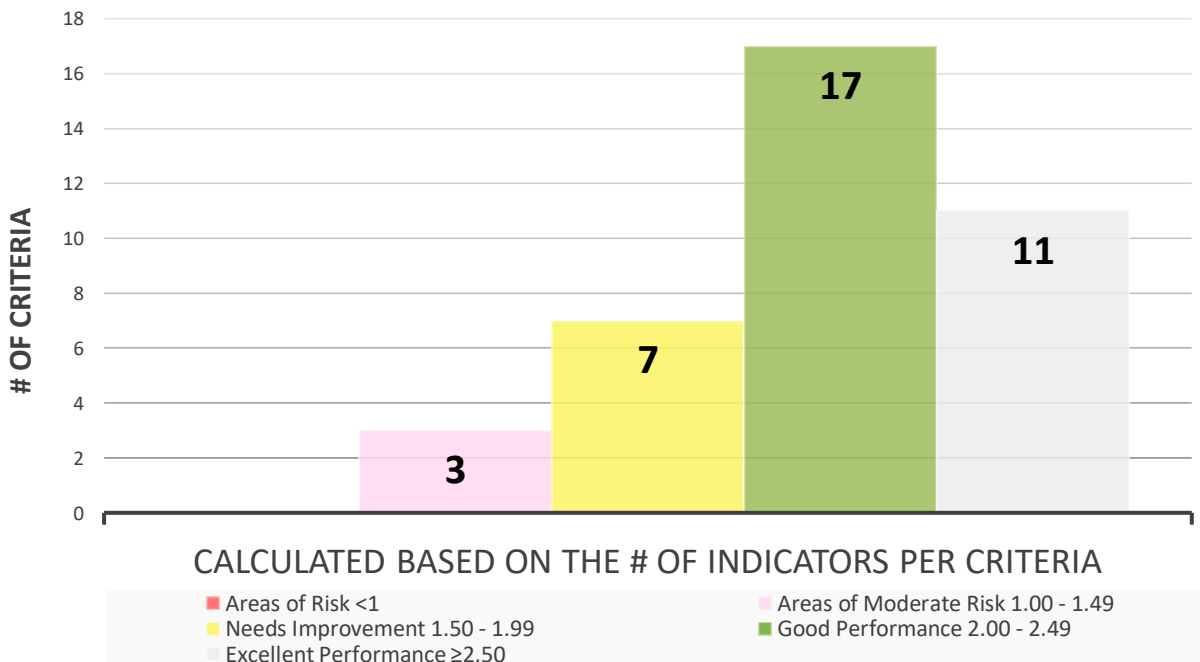


Table 11: Average Scores for GSTC Destination Criteria in 2023 Assessment

Scoring based on the # of INDICATORS per CRITERIA						
CRITERIA NUMBER	CRITERIA NAME	SCORE	PILLAR SCORE	PILLAR MEAN SCORE	% OF MIN EXCELLENCE	ASSESSMENT 2019
A1	Destination management responsibility	2.60	23.32	2.12	84.79%	74.90%
A2	Destination management strategy and action plan	2.20				
A3	Monitoring and reporting	1.25				
A4	Enterprise engagement and sustainability standards	1.40				
A5	Resident engagement and feedback	2.20				
A6	Visitor engagement and feedback	1.75				
A7	Promotion and information	2.67				
A8	Managing visitor volumes and activities	2.60				
A9	Planning regulations and development control	2.40				
A10	Climate change adaptation	2.00				
A11	Risk and crisis management	2.25				
B1	Measuring the economic contribution of tourism	1.67	16.45	2.06	82.25%	63.90%
B2	Decent work and career opportunities	1.50				
B3	Supporting local entrepreneurs and fair trade	2.20				
B4	Support for community	2.00				
B5	Preventing exploitation and discrimination	1.75				
B6	Property and user rights	2.67				
B7	Safety and security	2.67				
B8	Access for all	2.00				
C1	Protection of Cultural Assets	2.67	16.23	2.32	92.76%	87.00%
C2	Cultural artefacts	2.00				
C3	Intangible heritage	2.50				
C4	Traditional access	2.00				
C5	Intellectual Property	2.67				
C6	Visitor management at cultural sites	2.40				
C7	Site interpretation	2.00				
D1	Protection of sensitive environments	2.50	25.31	2.11	84.36%	59.60%
D2	Visitor management at natural sites	1.83				
D3	Wildlife interaction	2.00				
D4	Species exploitation and animal welfare	2.40				
D5	Energy Conservation	2.50				
D6	Water stewardship	1.60				
D7	Water Quality	2.20				
D8	Wastewater	2.00				
D9	Solid waste	1.88				
D10	GHG emissions and climate change mitigation	1.40				
D11	Low-impact transportation	2.33				
D12	Light and noise pollution	2.67				
DESTINATION LEVEL TOTAL		81.31	81.31	2.15	86.04%	69.80%

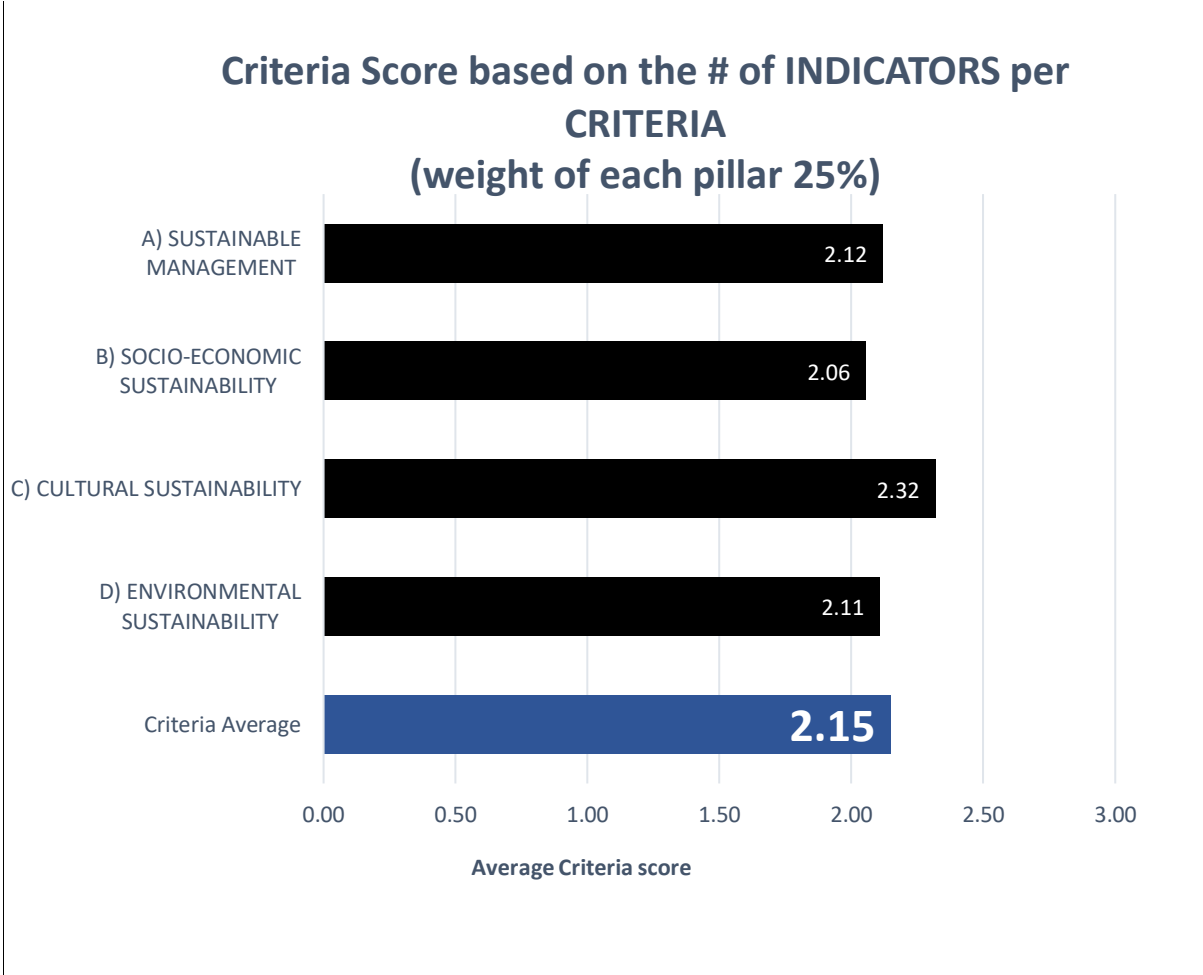
Based on the scoring results per criterion, the overall mean score per pillar is:

- Management : 2.12 [84.79 vs 74.9% (2019) of the minimum excellent performance limit]
- Economic Benefits : 2.06 [82.25% vs 63.9% (2019) of the minimum excellent performance limit]
- Culture, Communities and Visitors : 2.32 [92.76% vs 87.0% (2019) of the minimum excellent performance limit]
- Environmental Benefits : 2.11 [84.36% vs 59.6% (2019) of the minimum excellent performance limit]

The overall mean Destination Score is 2.15 [86.04% (2023) vs 69.80% (2019)] of the minimum excellent performance limit.

Below, the criteria mean score per pillar is illustrated.

Figure 25: Performance of each pillar via criteria mean score (2023)



Analyzing more of the outcomes, the following criteria are summarizing the lowest scores / performance. A score of 1.00 – 1.49 represents criteria under moderate risk and 1.50 – 1.99 represents criteria under the need for improvement. In regard to criterion A3, more effort should be given by the destination to efficiently operate a monitoring and reporting system on sustainability. Also, in the case of A4, the destination is missing a comprehensive approach on supporting the transition of the local enterprises on sustainability standards, including more extensive awareness campaigns and availability of certified cases. For the case of B2, the identified issues on local versus foreign labor capacity leads the score to a level of improvement need, while as long as it concerns D9, the necessity for immediate implementation of executed studies is still a critical point of priority. Finally, D10 criterion is scored for moderate risk, given that not so many activities and projects have been identified so far on the implementation of policies but also participation of the private sector on the GHG emissions reporting and reduction.

Table 12: GSTC Performance for criteria with the lowest score (2023)

Criterion #	Criterion Title	Score
A3	Monitoring and reporting	1.25
A4	Enterprise engagement and sustainability standards	1.40
B2	Decent work and career opportunities	1.50
D9	Solid waste	1.88
D10	GHG emissions and climate change mitigation	1.40

In summary, the indicative evaluation of the destination performance shows that a number of activities have been identified into discussions and group meetings with the local stakeholders, which could be summarized on several areas of possible further improvement in the City of Dubrovnik. The most important ones are given below :

- Measurements with results recorded and published at least annually for specific indicators.
- Written evidence of monitoring and reporting of actions and outcomes.
- Reviews of monitoring system and schedule for future reviews.
- Registry of businesses certified against tourism sustainability standards, with targets for wider outreach.
- List of tourism-related certified enterprises, kept up to date.
- More surveys and feedback, focusing on visitor reaction to sustainability issues.
- Examples of visitor information that covers sustainability issues and how to respond to them.
- Data covering a range of measures of economic impact.
- Statements of commitment by tourism enterprises to the provision of decent work/ career opportunities.
- Actions to encourage and assist local tourism enterprises to purchase goods and services locally.
- Generation and Signatures on the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism.
- Details of accessibility included in visitor information about key sites.
- Evidence of enforcement of IP protection laws in the destination.

- A code of practice for tour operators and tour guides and/or other engagement with them on visitor management at cultural sites.
- A code of practice for tour operators and tour guides and/or other engagement with them on visitor management at natural sites.
- List of interpretation material that identifies the significance and sensitivity/fragility of sites.
- Creation of mechanisms for using income from tourism to support conservation of natural assets.
- Distribution of a code of practice for wildlife interaction, including viewing, which reflects international standards.
- Creation of a system for checking compliance with regulations, and code of practice amongst tourism operations.
- Publication and promotion on energy consumption targets at Destination Level.
- Set, publish and enforcement of water stewardship goals, where water risk has been assessed as high.
- Creation of useful information for destination visitors on water risk and minimizing water use.
- Information for visitors on quality of local drinking water, to encourage use as alternative to bottled water.
- Written guidelines and regulations on wastewater treatment.
- Provision of sustainable system for disposal of residual waste.
- Creation of annual climate report, including monitoring and mitigation actions.
- Provide information for enterprises and visitors on offsetting schemes that meet recognized standards.
- Public sector and tourism enterprises prioritize low-impact transportation in their own operations.

CONCLUSION

The Dubrovnik GSTC Re-Assessment was initiated in February 2023, while the on-site phase was scheduled and executed in April 2023. Originally, the focus of the Re-Assessment was on specific criteria in accordance with the revised GSTC-D (version 2.0) and based on identified risk areas of the 2019 Assessment, which are:

- A1 - Destination Management Responsibility
- A3 - Monitoring & Reporting
- A4 - Enterprise Engagement & Standards
- A11 - Risk & Crisis Management
- D1 - Protection of Sensitive Environments
- D4 - Species Exploitation & Animal Welfare
- D9 - Solid Waste

Based on the results of the analysis, it was found that in all specific criteria cases, the scoring-performance increased, due to the specific projects and activities that have been implemented after the 2019 Assessment (details on the implemented projects could be found in Annexes).

Moreover, since the Destination Liaison team provided all the necessary material, as well as the collection of additional material during the on-site phase, the Re-Assessment is also providing an initial estimation of the overall performance of the Destination in all four pillars of the GSTC-D. However, it should be noted and emphasized that this overall performance calculation is based on collected new but limited evidence in 2023 and is indicative and non-binding. In order for the destination to have a validated and comprehensive analysis of their destination performance, a GSTC Destination Assessment should be made on all the GSTC-D Criteria, following the GSTC Destination Assessment Methodology that was presented. Based on this analysis, a considerable increase of performance in the destination was found, from an overall score of 69.80% in 2019 to 86.04% of the min Excellence (2.15 mean value and 81.31 total score) in 2023. That is also due to the non-existence of criterion with a score lower than 1, so no risk areas have been identified after the implementation of the designed plans.

During the discussions with the Municipality of Dubrovnik (across all departments), the Tourism Board of Dubrovnik, DURA (Dubrovnik Urban and Rural Planning Agency), and other pertinent stakeholders, it was revealed the adept utilization of findings from the 2019 Assessment. These findings were instrumental in identifying and implementing requisite adjustments aimed at ameliorating the 'red' criteria and indicators. Substantial headway has been achieved through these collective efforts. To expedite this process, particularly in the context of the COVID-19 pandemic, a series of projects were promptly devised with the intent of securing funding upon resumption of regular activities.

Throughout the phases of the 2023 Re-Assessment and preparatory work, a rigorous evaluation was conducted, encompassing both specified criteria and the adoption of a risk scoring methodology for all criteria within the revised GSTC-D (version 2.0). As a result, a comprehensive assessment of various thematic areas or pillars was undertaken. Noteworthy enhancements were observed in management performance, predominantly attributed to heightened monitoring and reporting practices. However, engagement with sustainability standards within the private sector remained relatively limited. Similarly, notable improvements were noted in the cultural domain, particularly concerning traditional access. In several areas such as wastewater management and general administrative issues, significant progress has been achieved. Nonetheless, specific domains, such as solid waste management, did not yield equally satisfactory outcomes.

An important matter that arose pertains to criteria under the Socio-Economic Pillar, particularly concerning human rights. Notably, there has been a discernible shift since the 2019 Assessment, coinciding with a substantial increase in the number of foreign workers in Dubrovnik's tourism sector over the intervening years. One concern is the residence and employment of these individuals outside the historic city center, posing a substantial challenge to the local workforce. This issue extends beyond Dubrovnik and has ramifications for Croatia and numerous other European countries heavily reliant on tourism, constituting an imperative subject for further examination.

Regarding criteria under the Environmental Pillar, particularly those addressing diversity and the natural environment, significant positive transformations have occurred. Recent studies specific to Dubrovnik have illuminated heightened biodiversity threats attributed to the climate crisis, precipitating concerted efforts to address the situation.

It is noteworthy that the COVID-19 pandemic necessitated a shift towards digital platforms for consultations. This digital transformation has yielded favorable outcomes, fostering heightened local engagement in project consultations. The evidence indicates a discernible acceleration in progress and deliverables across various sectors encompassed by GSTC-D. This acceleration is principally attributable to the maturation of diverse areas and projects. Furthermore, there is an important need to amplify the visibility of these positive outcomes, particularly as the forthcoming municipal elections draw near, underscoring the paramount importance of showcasing successful achievements. In summary, while issues surrounding human rights and labor necessitate scrutiny and inquiry, concerted efforts to address biodiversity threats are underway. The transition to digital platforms has effectively engendered local participation, constituting a success story in the realm of human well-being within this specific destination.

In conclusion, the Re-Assessment of the City of Dubrovnik in 2023 underscores the pivotal significance of the 2019 Dubrovnik GSTC Destination Assessment. This Re-Assessment facilitated an augmentation in performance, project efficiency, while also highlighting extant or pending matters requiring development. The destination governance earnestly considered these factors between 2019 and 2023, culminating in the formulation of new strategies, action plans, and projects aimed at fostering sustainable development and enhancing the tourism offering. The Re-Assessment serves as a vital instrument in gauging progress, substantiated by empirical evidence. A methodical and structured approach to Re-Assessment,

complemented by suitable methodologies, ensures the seamless and productive operation of the entire process. It furnishes indispensable insights and tangible benchmarks that contribute to the broader objectives of sustainable development within the tourism sector.

A. Dubrovnik Assessment Process - 2019 Outcomes

The **first phase** of the 2019 GSTC Assessment established the place-based circumstances of the destination relevant to the GSTC Destination Criteria and Indicators. This provided a preliminary understanding of the sustainability and competitiveness challenges faced by the destination. Using GSTC’s stakeholder and policy-mapping tools, the GSTC team worked with the appointed Destination Liaison from local government and key local organizations to identify key stakeholders and documents needed to verify application of the GSTC Destination indicators in Dubrovnik.

Continuing, the **second phase** of work engaged local stakeholders in validating the situation analysis and filling information gaps. From November 24th through December 2nd, 2019, the GSTC assessors facilitated targeted informational interviews, site visits, and group meetings with key leaders from organizations in the public sector, private sector, NGO community, and civil society to gather any missing evidence and documentation about Dubrovnik’s compliance with GSTC destination-level criteria and indicators. Additional key objectives of these meetings were to introduce the project and its process, and to enhance awareness of the importance of sustainable destination management. About 70 stakeholders participated in these on-site consultations and workshops, representing over 50 different organizations or institutions. A figure with the full extent and dates of the phases of the 2019 GSTC Assessment can be seen below.

Figure 26: Dubrovnik GSTC Assessment Phases (2019 Dubrovnik GSTC Destination Assessment)



Given that the 2019 GSTC Assessment of the City of Dubrovnik was based on GSTC-D, version 1.0, of the 105 indicators analyzed, 12 (11.4%) were rated “green,” 47 (44.8%) were rated “yellow,” 37 (35.2%) were rated “pink,” and 9 (8.6%) were rated “red.” Indicators marked in red, or pink represent gaps or risks to the sustainable management of the destination.

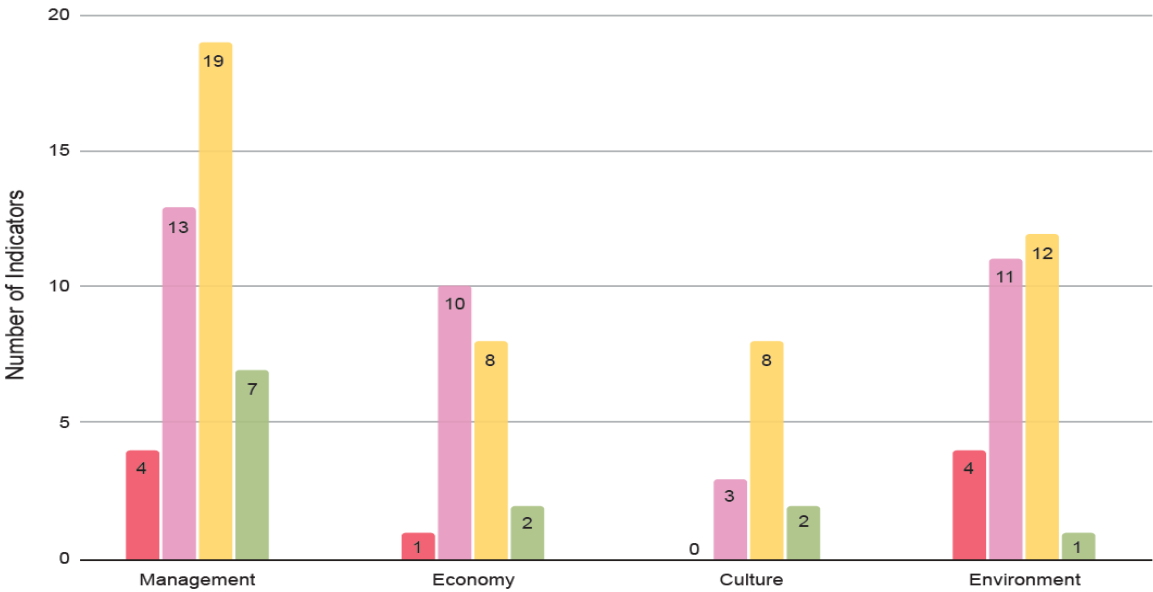
Of the four categories of destination sustainability, the GSTC Assessment showed Dubrovnik performing best in capturing Social and Economic Benefits from tourism, and in Natural and Cultural Asset Management. The results indicated room for improvement in Destination Management and Environmental Sustainability systems. The following figures present an overview of the results from the 2019 GSTC Assessment of the City

of Dubrovnik. Performance commensurate with international best practice – excellent performance (green) was found for 4 criteria - 9.8% of GSTC’s standard. Performance rating was good with some improvements needed of 14 out 41 criteria, or 34.1% in yellow. GSTC Criteria presented in medium risk (17 criteria, or 41.5% in pink). High risk of 6 criteria, or 14.6% in red.

Table 13: Summary of GSTC Destination Sustainability Performance (2019 Dubrovnik GSTC Destination Assessment)

GSTC Sections	A	B	C	D	Total Number of Indicators by Color
	Destination Management	Social & Economic Benefits	Natural & Cultural Heritage Management	Environmental Sustainability	
Total Indicators Scored Green	7	2	2	1	12
Total Indicators Scored Yellow	19	8	8	12	47
Total Indicators Scored Pink	13	10	3	11	37
Total Indicators Scored Red	4	1	0	4	9
Total Indicators N/A	0	0	0	0	0
Total Number of Indicators by Section	43	21	13	28	105

Figure 27: GSTC Destination Sustainability Performance by Pillar (2019 Dubrovnik GSTC Destination Assessment)



Pillar A: Sustainable Management

Dubrovnik is needed to improve as a result of the 2019 GSTC Destination Assessment. Specifically, by Implementing stronger Sustainability Standards with focus on action against the risks associated with Dubrovnik, having a more robust Crisis and Emergency Management system, and by Monitoring and Reporting tourism risks and actions to mitigate those risks. Especially for this Pillar:

Best performing criteria

A2 Destination management responsibility (Average: 2.60)

Moderate Risk areas

A7 Planning Regulations (Average 1.70)

A10 Visitor Satisfaction (Average 1.00)

Priority Risk Areas

A3 Monitoring (Average 0.67)

A11 Sustainability Standards (Average 0.50)

A13 Crisis and Emergency Management (Average 0.80)

Pillar B: Socioeconomic Sustainability

Dubrovnik needs to improve but does not have any high priority risk areas in. However, there were a big number of moderate risk areas which needed attention mainly relating to supporting the community and expanding local access and participation.

Best performing criteria

B2 Local Career Opportunities (Average: 2.50)

Moderate Risk areas

B1 Economic Monitoring (Average: 1.00)

B3 Public Participation (Average: 1.50)

B4 Local Community Opinion (Average: 1.00)

B5 Local Access (Average: 1.00)

B7 Preventing Exploitation (Average: 1.50)

B8 Support Community (Average: 1.00)

B9 Supporting Entrepreneurs and Fair Trade (Average: 1.50)

Pillar C: Cultural Sustainability

Some issues were still marked as Moderate risk areas for improvement by implementing stronger sustainability standards with a focus on action against Dubrovnik-related risks, having a stronger Visitor Behavior Management system and with the Interpretation of Sites.

Best Performing Criteria

C4 Cultural Heritage Protection (Average: 2.50)

Moderate Risk Areas

C3 Visit Behavior (Average: 1.50)

C5 Site Interpretation (Average: 1.80)

Pillar D: Environmental Sustainability

This pillar is one that Dubrovnik is needed to improve as a result of the 2019 GSTC Destination Assessment. Specifically, by implementing stronger sustainability standards with a focus on action against Dubrovnik-related risks, having less Environmental Risks and Greenhouse Gas Emissions and of course doing better Wastewater management.

Best Performing Criteria

D3 Wildlife Protection (Average: 2.50)

Moderate Risk Areas

D5 Energy Conservation (Average: 1.50)

D6 Water Management (Average: 1.00)

D7 Water Security (Average: 1.00)

D8 Water Quality (Average: 1.67)

D10 Solid Waste Reduction (Average: 1.25)

D11 Light & Noise Pollution (Average: 1.50)

Priority Risk Areas

D1 Protection of sensitive environments (Average: 0.50)

D4 Greenhouse Gas Emissions (Average: 0.50)

D9 Wastewater (Average: 0.75)

Figure 28: Destination Sustainability Snapshot (2019 Dubrovnik GSTC Destination Assessment)

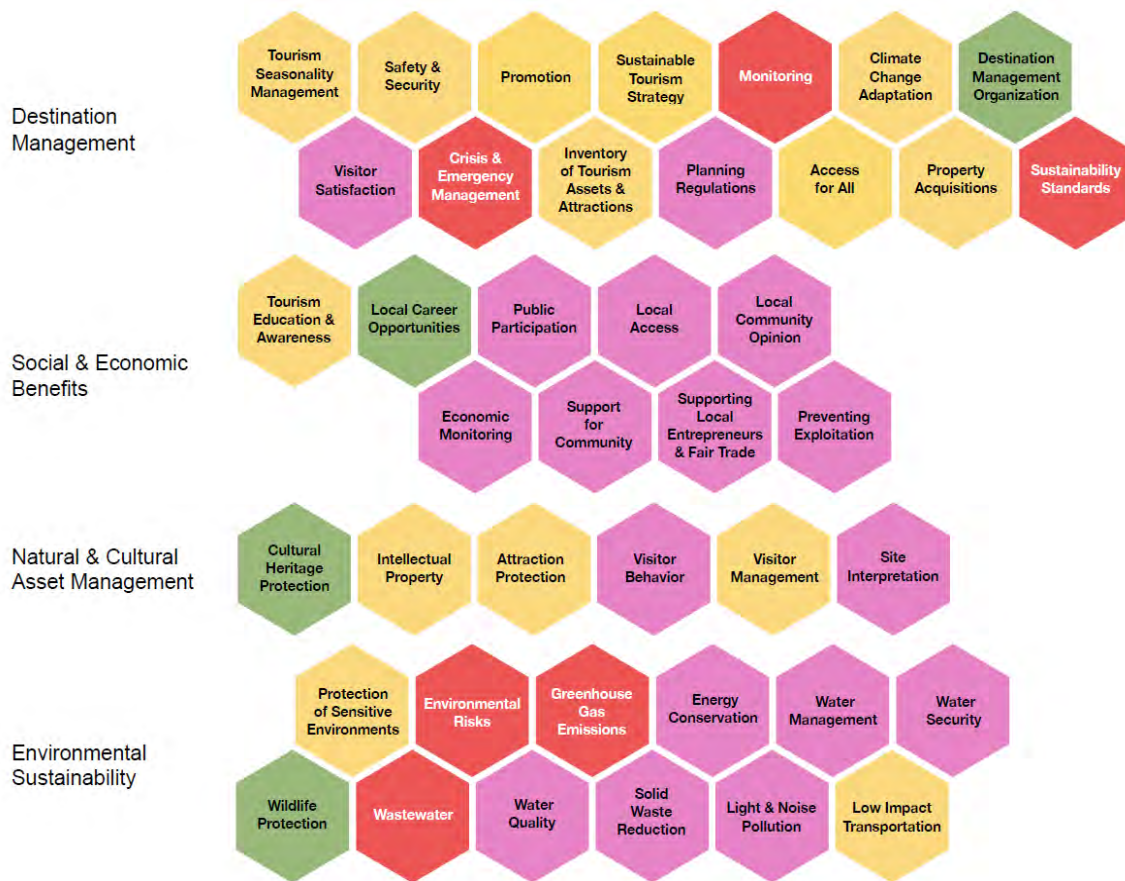
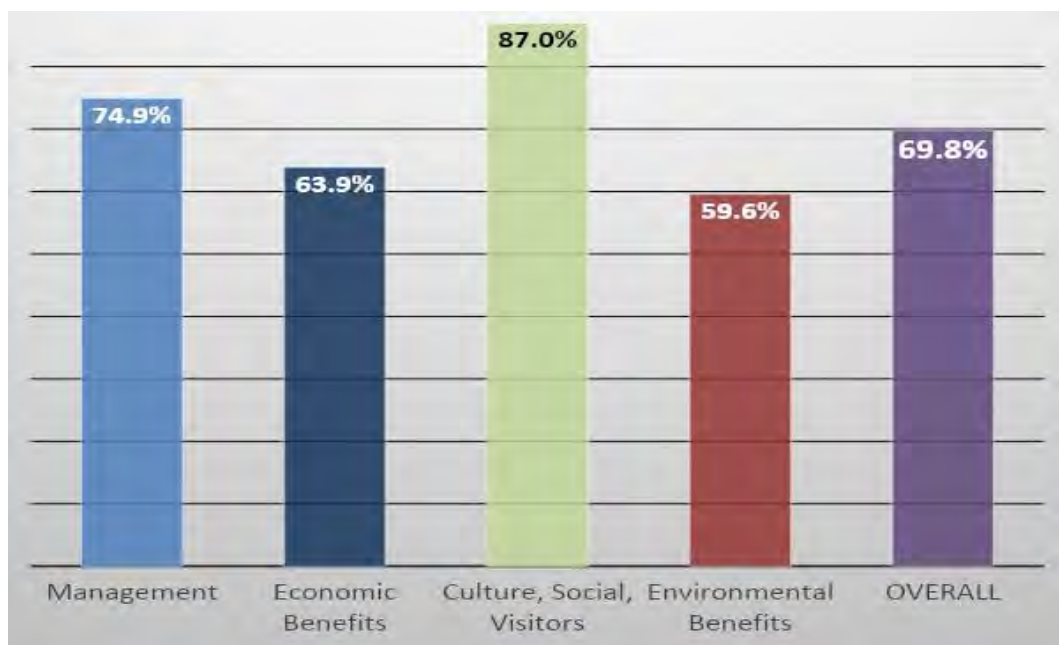


Figure 29: Overview of GSTC Assessment Performance (2019 Dubrovnik GSTC Destination Assessment)



B. Findings of Good Practice

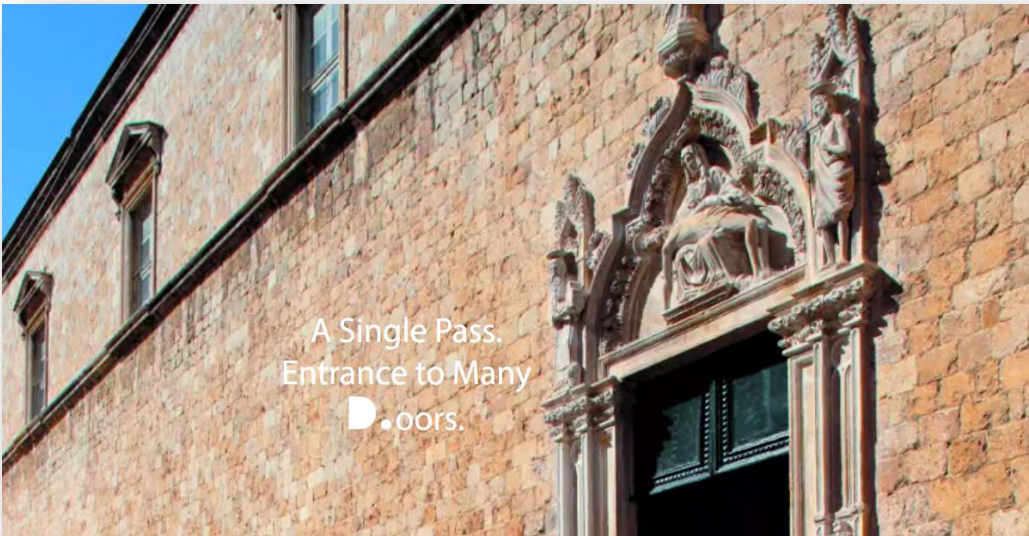
The captioned photos below and descriptions show Assessors' findings of Dubrovnik's good practice areas - indicating that a documented policy exists, and implementation in the following areas is exemplary. These identified areas of good practice are based on information collected both during desktop and on-site assessment, including stakeholder meetings and site visits.

Pillar A: Sustainable Management

<https://www.safestayincroatia.hr/en/search?name=&category=all&county=dub>



<https://www.dubrovnikpass.com/>

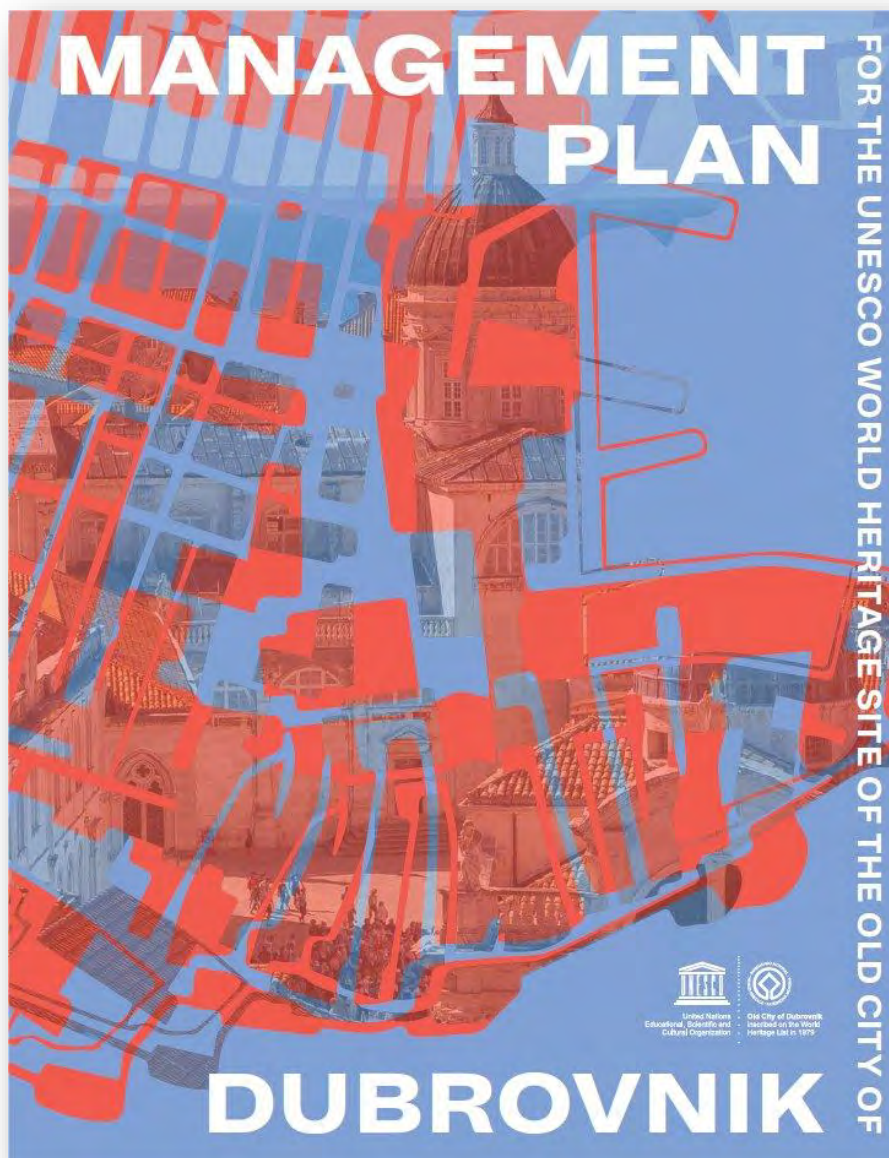


"WORLD HERITAGE CITIES, RESILIENT CITIES" XIIIth WORLD CONGRESS OF THE OWHC



GRAD DUBROVNIK
CITY OF DUBROVNIK

AREQUIPA, PERU
NOVEMBER 3-6, 2015



Avoid-Crowds.com' Crowd forecast

95

Very Big Crowds expected on August 1, 2023 in Dubrovnik >

Public holiday in destination country: No

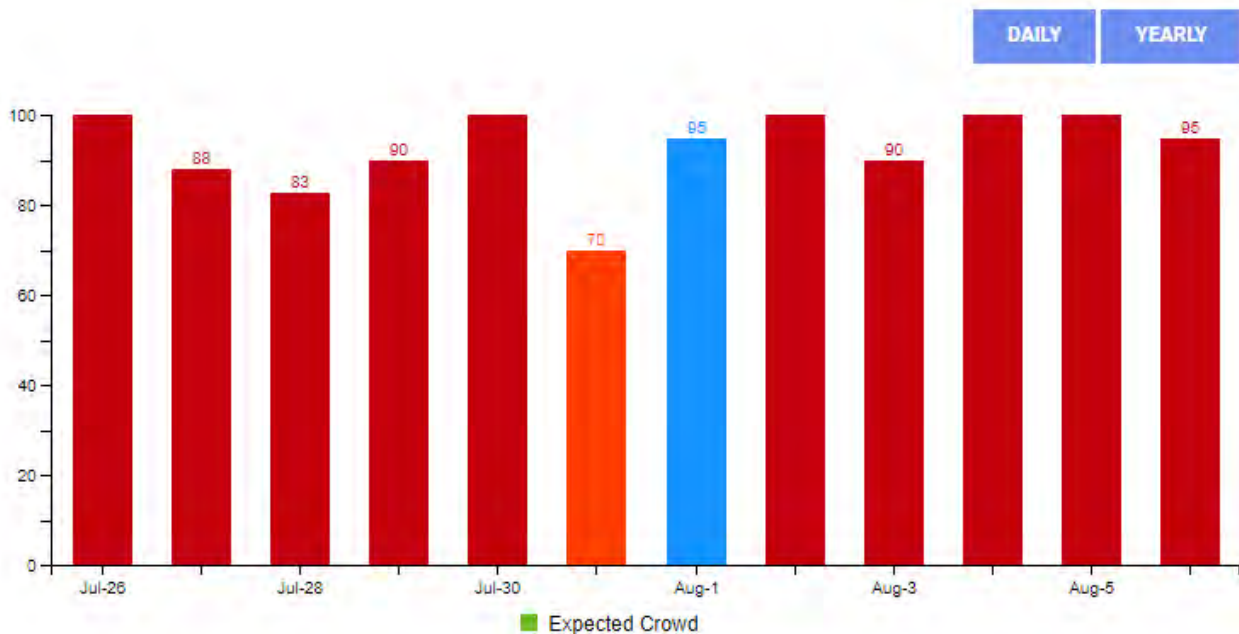
School holidays in destination country: **YES**

Cruise passengers in (nearby) ports: N/A

Local events: **NO**

School holidays in the following countries: Summer school vacations around the world

Cruise ships in port: N/A



https://sustainable-tourism.interreg-med.eu/fileadmin/user_upload/Sites/Sustainable_Tourism/horizontal_project/ST_Deliverables_IP_5/Plan_Bleu_STC_BestCase_Catalogue_6.pdf



Tourism Flows Control and New Technologies for Visitors Counting Measurements

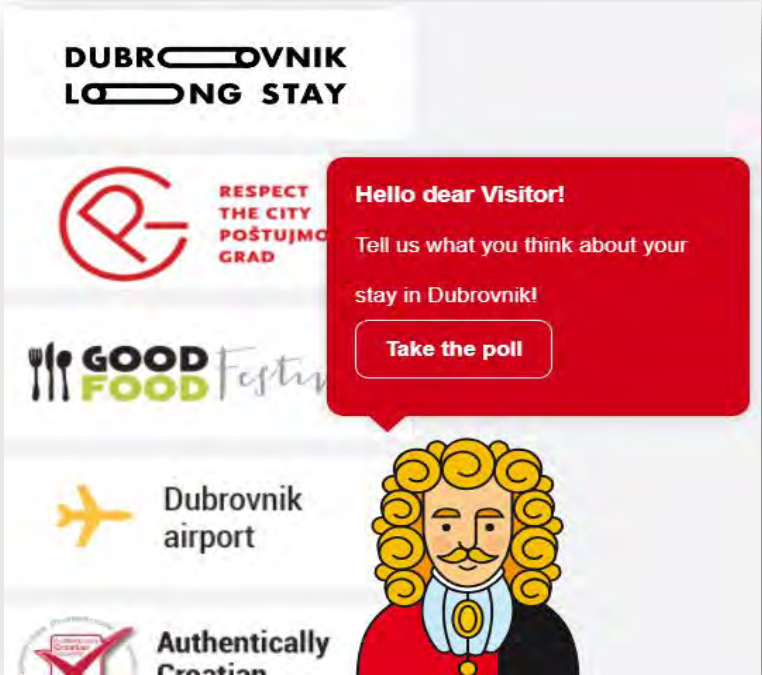


Pillar B: Socioeconomic Sustainability

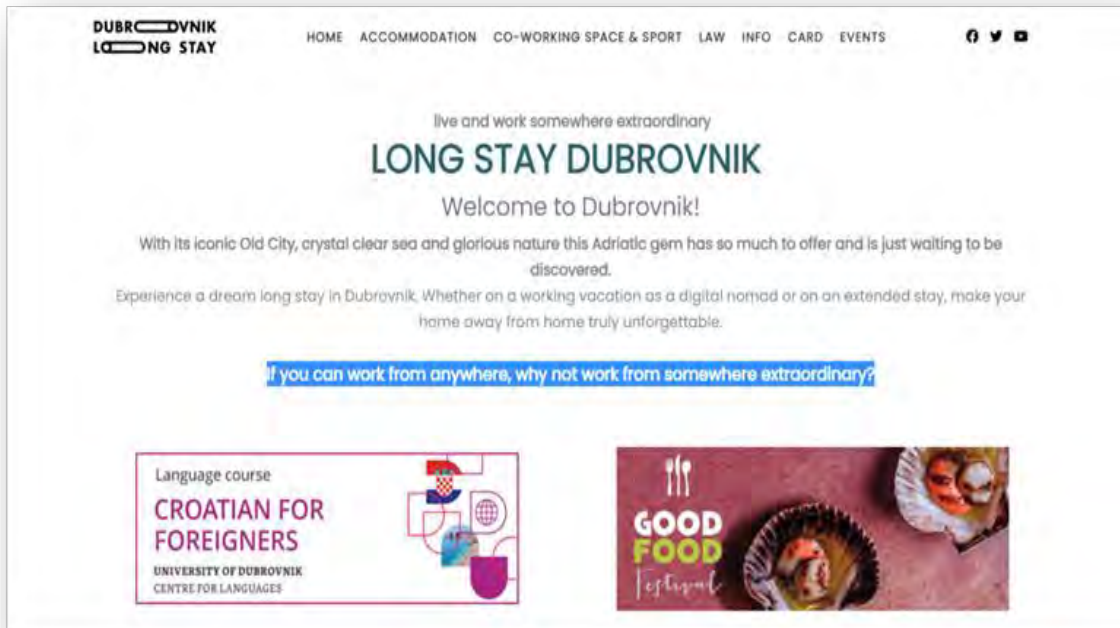
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<https://tzdubrovnik.hr/lang/en/index.html>



<https://www.dubrovniklongstay.com/>



https://tzdubrovnik.hr/lang/en/get/savijeti_za_turiste/81019/information_for_persons_with_disabilities.html



Pillar C: Cultural Sustainability

Cultural Preservation Activities – Seismic effects real time measurements



<https://www.thedubrovniktimes.com/news/dubrovnik/item/13970-read-a-book-whilst-waiting-for-your-bus-in-dubrovnik>



Technological Solutions on Culture Interpretation, including AI / VR / ER



Pillar D: Environmental Sustainability

<https://www.themayor.eu/en/a/view/over-60-million-euros-allocated-for-the-upgrade-of-dubrovnik-s-water-supply-7319>



<https://plasticsmartcities.org/dubrovnik/>

A screenshot of the Plastic Smart Cities website for Dubrovnik, Croatia. The page features the 'PLASTIC SMARTCITIES' logo and the WWF logo in the top left corner. The top navigation bar includes 'Our Ambition', 'Where We Work', 'Knowledge Resources', and 'Latest Updates'. A search bar is located below the navigation bar. The main heading is 'CROATIA | DUBROVNIK'. Below the heading, a paragraph states: 'As part of the Plastic Smart Cities Croatia project, which is implemented in cooperation with Association Sunce Split and WWF, the City of Dubrovnik committed to reducing its plastic footprint by eliminating single-use plastics as well stopping the inflow of plastics into nature by 2030.' A navigation bar below the text contains four tabs: 'About', 'Overview', 'Activities', and 'Pilot'. The 'Pilot' tab is highlighted in orange. Below the navigation bar, there are three paragraphs of text providing details about plastic waste generation in Croatia and the City of Dubrovnik's commitment to reducing its plastic footprint.

<https://www.thedubrovniktimes.com/news/dubrovnik/item/11390-first-of-eleven-new-public-buses-arrive-in-dubrovnik>



Noise control and Measurements via Sensors



Measuring Devices of Water Consumption in Public Buildings (Retrofit)



The 1st Hybrid Touring Boat in the area



European Projects on Training of Guides and Biodiversity Protection



Preservation and Protection against invasive species / Marine Institute and Certified Aquarium



C. Summary of Stakeholders Consulted

The following stakeholders attended the GSTC workshops during the on-site assessment and/or participated in the destination assessment zoom meetings. In total, over 50 stakeholders across more than 35 different organizations participated in the group and individual meetings.

AREA	Organizations / Offices / Departments Responsible (Public and Private Sector, including Community Representation)
TOURISM	
Tourism planning	<ul style="list-style-type: none"> • Dubrovnik Neretva County Tourist Department • Dubrovnik Neretva County Tourist Board • City of Dubrovnik, Departments for Tourism, Finance, International Cooperation and EU funds • Dubrovnik City Tourist Board • University of Dubrovnik • Dubrovnik Development Agency DURA • Association of Tourist Guides
Tourism attraction site management	<ul style="list-style-type: none"> • City of Dubrovnik with City Departments for Tourism, City Property and Culture • Institute for Restoration of Dubrovnik • Department for Conservation Dubrovnik • Institute for Marine and Coastal Research-Dubrovnik Aquarium
Tourism marketing	<ul style="list-style-type: none"> • Dubrovnik Neretva County Tourist Board • Dubrovnik City Tourist Board • Croatian National Tourist Board • Dubrovnik Development Agency DURA
Tourism statistics	<ul style="list-style-type: none"> • Dubrovnik Neretva County Tourist Board • Dubrovnik City Tourist Board • Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage • Dubrovnik Development Agency DURA
Tourism training	<ul style="list-style-type: none"> • City of Dubrovnik • Dubrovnik Neretva County Tourist Board • Dubrovnik City Tourist Board

	<ul style="list-style-type: none"> • University of Dubrovnik
Tourism and communities issues and engagement	<ul style="list-style-type: none"> • City of Dubrovnik • Dubrovnik Neretva County Tourist Board • Dubrovnik City Tourist Board • Dubrovnik Neretva County • Association of Tourist Guides • Tourist Guide Association • Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage • Dubrovnik Development Agency DURA
Tourism impact monitoring	<ul style="list-style-type: none"> • City of Dubrovnik • City Council Members • University of Dubrovnik • Croatian Chamber of Commerce • Tourist Guide Association • Dubrovnik Neretva County • Excelsa Real Estate- Cable Car • Public Institution Lokrum Reserve • Institute for Marine and Coastal Research- Dubrovnik Aquarium
Tourism quality standards	<ul style="list-style-type: none"> • City of Dubrovnik • Dubrovnik Neretva County Tourist Board • Dubrovnik City Tourist Board • Institute for Tourism • Dubrovnik Neretva County • University of Dubrovnik • Association of Tourist Guides • Tourist Guide Association • Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage • Dubrovnik Development Agency DURA • Association of Croatian Travel Agencies • City council
Tourism sustainability standards	<ul style="list-style-type: none"> • City of Dubrovnik • Dubrovnik City Tourist Board • Institute for Tourism • Dubrovnik Development Agency • Ministry of Tourism • Association of Tourist Guides

	<ul style="list-style-type: none"> • Tourist Guide Association • Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage • Deša -Regional center for community building and civil society development • Dubrovnik Development Agency DURA • Ministry of Culture-UNESCO • Public institution for nature protection • Lindo Folklore Ensemble • House of Marin Držić- Cultural Institution • Dubrovnik Summer Festival
Tourism licensing	<ul style="list-style-type: none"> • Dubrovnik Neretva County • City of Dubrovnik • Dubrovnik City Tourist Board • Dubrovnik Neretva County Tourist Board • Tourist Guide Association Dubrovnik • University Dubrovnik-Department for Economy • Croatian Chamber for Commerce (Group Of Travel Agency)
Tourism SME support	<ul style="list-style-type: none"> • Dubrovnik Development Agency DURA • Dubrovnik Neretva County Development Agency • Croatian Chamber of Trades and Crafts – Guild of Caterers • Croatian Chamber of Commerce • Deša- Regional center for community building and civil society development
Tourism industry associations / representation	<ul style="list-style-type: none"> • Croatian Chamber of Trades and Crafts – Guild of Caterers • Croatian Chamber of Commerce- Hoteliers Expert Group • Association of Guides • Valamar Hotel Group • Elite Travel Agency • Gulliver Travel Agency • Adriatic Luxury Hotels • Guild Tourist Guides • Importanne Resorts • Hilton Imperial • Maestral Hotels • Villa Dubrovnik

	<ul style="list-style-type: none"> • Associations of Croatian Travel Agencies • Croatian Tourism Association
PLANNING	
Property rights (physical and intellectual property)	<ul style="list-style-type: none"> • City of Dubrovnik with Department for City Property • Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage • Dubrovnik Heritage Ltd. • Institute for Restoration of Dubrovnik • Department for Conservation Dubrovnik • Association of technical culture City of Dubrovnik
Accessibility of facilities and infrastructure	<ul style="list-style-type: none"> • City of Dubrovnik • Dubrovnik Neretva County • Dubrovnik Neretva County Institute of Public Health • City of Dubrovnik, Dept. for Education, Sport, Civil society and social welfare • Foundation Opera Pia
Health and safety	<ul style="list-style-type: none"> • Dubrovnik Neretva County Institute of Public Health • Ministry of Health Care • Red Cross • Dubrovnik Hospital • Croatian Mountain Rescue Service • Regional Department for Civil protection • Department for Education, Sport, Civil Society and social welfare
Crisis and emergency management	<ul style="list-style-type: none"> • City of Dubrovnik • Dubrovnik Neretva County Police Department • Ministry of Interior Police Traffic Department • Regional Department for Civil Protection and Rescue • Dubrovnik Fire Department • Red Cross Dubrovnik • Croatian Mountain Rescue Service (HGSS) • ER Ambulance-First on field • Dubrovnik Hospital • Volunteer Fire Company

Zoning/land use	<ul style="list-style-type: none"> • City of Dubrovnik • Dubrovnik Neretva County-Institute for Urban Planning • City Council • Association of architects Dubrovnik • DEŠA Regional center for community building and civil society development
Legislation	<ul style="list-style-type: none"> • Ministry of Administration • Ministry of Tourism • City of Dubrovnik • Dubrovnik Neretva County • Ministry of Administration-Public Administration Office
Law enforcement	<ul style="list-style-type: none"> • City of Dubrovnik • Dubrovnik Neretva County • City Council • Ombudswoman • Bonsai- Volunteer center for building society Dubrovnik
Transportation	<ul style="list-style-type: none"> • Dubrovnik Port Authority • Port of Dubrovnik • Sanitat Dubrovnik • Libertas Dubrovnik • Traffic Police Department • Police Department of DN County • City of Dubrovnik – Department for Transport • Jadrolinija Liner Shipping Company • Taxi driver Union • Public Institution Reserve Lokrum • National Carrier Croatia Airlines • Dubrovnik Airport • CLIA • Med Cruise
Planning and development	<ul style="list-style-type: none"> • City of Dubrovnik • Dubrovnik Neretva County • Dubrovnik Development Agency DURA • Dubrovnik Neretva Development Agency DUNEA • City Council

	<ul style="list-style-type: none"> • Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage • Association of architects • DEŠA Regional center for community building and civil society development • Croatian Employers Association • UR Institute- Universal Research Institute
ENVIRONMENT / UTILITIES	
Sustainability reporting	<ul style="list-style-type: none"> • City of Dubrovnik • Dubrovnik Neretva County • Public institution for the management of protected areas of nature in Dubrovnik-Neretva County • Institute for Tourism • Eco Association Eko Omblići • DEŠA Regional center for community building and civil society development • Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage • Foundation Opera Pia
Sustainable development	<ul style="list-style-type: none"> • City of Dubrovnik • Dubrovnik Neretva County • Dubrovnik Development Agency DURA • Dubrovnik Neretva Development Agency DUNEA • Dubrovnik Port Authority • Institute for restauration Dubrovnik • University Dubrovnik • Ministry of Tourism • DEŠA Regional center for community building and civil society development • Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage • Foundation Opera Pia
Energy / power	<ul style="list-style-type: none"> • HEP • Association of technical culture
Drinking water consumption and monitoring	<ul style="list-style-type: none"> • Vodovod Dubrovnik • Institute for Public Health
Sea water quality monitoring	<ul style="list-style-type: none"> • Institute For Public Health

	<ul style="list-style-type: none"> • University Dubrovnik • Eco Association Eko Omblíci
Waste and recycling management	<ul style="list-style-type: none"> • Čistoća Dubrovnik • City of Dubrovnik • Dubrovnik Neretva County • CIAN Split-Company for Sanitary and Environmental Protection • Eco Association Eko Omblíci • DEŠA Regional center for community building and civil society development
Pollution	<ul style="list-style-type: none"> • Public institution for the management of protected areas of nature in Dubrovnik-Neretva County • Institute for Public Health • Public Institution Lokrum Reserve • Dubrovnik Port Authority • University Dubrovnik_Department of Aquaculture • DEŠA Regional center for community building and civil society development
Conservation	<ul style="list-style-type: none"> • Department for Conservation Dubrovnik • Institute for Restoration of Dubrovnik • Association of friends of Dubrovnik Heritage • Ministry of Culture • Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage • ARL-Art Workshop Lazareti
Wildlife	<ul style="list-style-type: none"> • Public institution for the management of protected areas of nature in Dubrovnik-Neretva County • Public Institution Lokrum Reserve • Trsteno Arboretum • Eco Association Eko Omblíci • D'Art Association
Parks and protected areas	<ul style="list-style-type: none"> • Public institution for the management of protected • areas of nature in Dubrovnik-Neretva County • Public Institution Lokrum Reserve • Arboretum Trsteno • Eco Association Eko Omblíci • DEŠA Regional center for community

	building and civil society development
Climate change	<ul style="list-style-type: none"> • University of Dubrovnik • Ministry of Environment and Energy • DEŠA Regional center for community building and civil society development • Eco Association Eko Omblíci
Marine / Oceans	<ul style="list-style-type: none"> • Public institution for the management of protected areas of nature in Dubrovnik-Neretva County • Dubrovnik Authority Port • University Dubrovnik-Dept. of Aquaculture • Ministry of the Sea, Transport and Infrastructure • 5.Ministry of Agriculture • 6.Ministry of Tourism • Eco Association Eko Omlići
Maritime	<ul style="list-style-type: none"> • City of Dubrovnik • Dubrovnik Neretva County • Dubrovnik Port Authority • Port of Dubrovnik • Public Institution Lokrum Reserve • Dubrovnik County Port Authority
COMMUNITY AND CULTURE	
Culture and heritage	<ul style="list-style-type: none"> • City of Dubrovnik with City Departments for Tourism, City Property and Culture • Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage • Dubrovnik Heritage Ltd. • Institute for Restoration of Dubrovnik • Department for Conservation Dubrovnik • Dubrovnik Museums • DEŠA-Regional center for Community building and civil society Development • Linđo Folklore Ensemble • ARL-Art Workshop Lazareti
Historical and cultural sites / trust	<ul style="list-style-type: none"> • City of Dubrovnik Department for City Property • Dubrovnik City Walls/Association of Friends of Dubrovnik Heritage

	<ul style="list-style-type: none"> • Dubrovnik Heritage Ltd. • Institute for Restoration of Dubrovnik • Department for Conservation Dubrovnik • ARL-Art Workshop Lazareti • Foundation of Opera Pia
Community and civic engagement	<ul style="list-style-type: none"> • Association of Friends of Dubrovnik Heritage • Bonsai – Volunteer center for building society Dubrovnik • DEŠA • D'art Association • Art workshop Lazareti • Foundation Opera Pia • City Council • City of Dubrovnik- Department for Culture • Dubrovnik Neretva County-Department for Culture
Prevention of exploitation	<ul style="list-style-type: none"> • City of Dubrovnik • Department for Conservation Dubrovnik • Institute for Restoration of Dubrovnik • City Council Members •
ECONOMY	
Micro-, Small, or Medium-sized Enterprise / entrepreneurship promotion and capacity building	<ul style="list-style-type: none"> • Croatian Chamber of Commerce • Croatian Chamber of Trades and Crafts • Dubrovnik Development Agency DURA • Dubrovnik Neretva County Agency for Development DUNEA • University of Dubrovnik • Association of caterers • Entrepreneurship center • Croatian Association of Employers • DEŠA • Association of Guides • Lindo Folklore Ensemble
Economic development	<ul style="list-style-type: none"> • Ministry of Economy • Croatian Chamber of Commerce • Croatian Chamber of Trades and Crafts • Dubrovnik Neretva County • City of Dubrovnik

	<ul style="list-style-type: none"> • Dubrovnik Development Agency DURA • Dubrovnik Neretva County Agency for Development DUNEA • Croatian Association of Employers • Association of Guides • Guild of Caterers • DEŠA
<p>Economic monitoring</p>	<ul style="list-style-type: none"> • Croatian Chamber of Commerce • Croatian Chamber of Trades and Crafts • City of Dubrovnik • Dubrovnik Neretva County • Centre for Employment • Croatian Association of Employers • Association of Guides • Guild of Caterers • DEŠA • Croatian Association of Employers • DEŠA
<p>Employment / Workforce Development</p>	<ul style="list-style-type: none"> • Centre for Employment • CISOK Centre Dubrovnik • Dubrovnik development agency DURA • DEŠA • Bonsai- Volunteer center for building society Dubrovnik

D. 2023 GSTC Destination Assessment - Onsite Itinerary

Arrival Day (2nd of April 2023)

TIME	CONTENT	NOTE
12:00	Arrival of the Assessor	Taxi pick up at the airport
14:50	Dubrovnik Old Port - Boat to Lokrum	Liaison team
15.15	Visit at Lokrum - Portoč	Meeting the Lokrum Guide
18:00	Dinner & Meeting with Liaison	Liaison team

1st Day (3rd of April 2023)

TIME	CONTENT	NOTE
08:15	Introduction and welcome Opening Workshop and Meeting with Destination Official & Stakeholders	Big city hall heads of depts, directors of city companies, Tourist board, University, Stakeholders
11:00	Meeting with the Mayor	Liaison team + Deputy mayor
11.30	Walk through the Old town with update on current projects	
12:30	Lunch	
13:30	Meeting with Civil Protection County/City, Restoration institute, Fire department, Public health institute, Red Cross, Police dept.	Small City hall
15:00	Meeting with DURA, HGK, HOK, guides, hotels, tour operators, DPDS	Small City hall
16:30	Document review and closure	Facilitated by GSTC Assessor

2nd Day (4th of April 2023)

TIME	CONTENT	NOTE
08:00	Visit to sites (Žarkovica, Grabovica, Waste water, TUP, new pedestrian walking path, Lapad coast...) Drop off at Gradac new parking lot	Driver pick up at Pile gate
12:30	Lunch	
14:00	Meeting with Stakeholders group on environment, DNŽ, City, HEP, Vodovod, Lokrum, University	DURA meeting hall
16:30	Document Review and Closure with Liaison Team	DURA meeting hall

3rd Day (5th of April 2023)

TIME	CONTENT	NOTE
08:00	Meeting of Working Team	Small City Hall
08:15	Brief meeting with Destination Officials reviewing preliminary findings Closing Workshop with Officials & Stakeholders, Presentation of findings	Big City Hall All stakeholders
10:30	Review of Next Steps and Timing	-
11:30	Closure and departure	Driver transfer to the airport

E. Projects Description for each Priority of 2019 GSTC Destination Assessment

In the present section, there will be illustrated a detailed analysis found on the projects proposals and implementation that the City of Dubrovnik has introduced after the 2019 GSTC Destination Assessment Report for each identified Priorities. These Priorities were:

- Dubrovnik Priority Issue 1– Sustainability Standards
- Dubrovnik Priority Issue 2 – Environmental and Natural Resources Infrastructure and Awareness
- Dubrovnik Priority Issue 3 – Crisis and Emergency Management
- Dubrovnik Priority Issue 4 – Transport and Traffic Control
- Dubrovnik Priority Issue 5 – Resident Satisfaction and Public Participation in Destination Decision Making
- Dubrovnik Priority Issue 6 – Supporting Local Entrepreneurs

The most important projects that have been identified and implemented are the following:

DUBROVNIK PRIORITY ISSUE 1 – SUSTAINABILITY STANDARDS

Project Idea #1.1: Implement Sustainability Standards in Dubrovnik

- ✓ Agreement with the University
- ✓ RTC Action Plan
- ✓ Management plan

Project Idea #1.2: Upscale Local Souvenir Scheme

- ✓ In 2021, the Authentic Croatian Project was extended to neighboring Municipalities (Župa, Konavle, Dubrovačko Primorje, Ston), in cooperation with local tourist boards.
- ✓ 40 outlets were marked with the symbol Authentically Croatian souvenirs.

DUBROVNIK PRIORITY ISSUE 2 – ENVIRONMENTAL AND NATURAL RESOURCES INFRASTRUCTURE AND AWARENESS

Project Idea #2.1: Improve Solid Waste Management Facilities and System

Progress has been made in waste management. During 2020, the first stage of landfill remediation was completed, and it was, thereafter, determined that the remaining capacity of the landfill is about 90,000 m³ of waste. In 2020, the City of Dubrovnik continued to carry out educational and informational activities, waste removal actions, and landfill management. During 2020, the Mayor signed an Agreement on Cooperation in the Plastic Smart Cities Project, the activities of which are presented at the following link <https://www.dubrovnik.hr/plastic-smart-cities>. In July 2020, an Agreement on Cooperation was signed between the Association for Nature, Environment, and Sustainable Development Sunce, WWF Mediterranean and the City of Dubrovnik, aiming to contribute in reducing their own plastic footprint in various segments of social life, and raising awareness of residents and tourists, both on the local and national level, regarding the causes and consequences of plastic pollution on the environment, marine and terrestrial ecosystems, and human health. The project is scheduled to last two years, during which period various activities are planned in order to reduce the plastic footprint by implementing measures to diminish or stop the use of disposable plastic in various segments of social life of the City, and to improve the management of waste plastic. The goal is to reduce plastic pollution by 30% within two years.

Project Idea #2.2: Upgrade Wastewater Facilities

The Dubrovnik Agglomeration Project is worth HRK 881.2 million including VAT, and the eligible costs amount to HRK 647.8 million, of which HRK 457.6 million are non-refundable EU funds from the Cohesion Fund. The remaining HRK 190.1 million in the Project will be provided by the Ministry of the Economy and Sustainable Development (HRK 63.3 million), Hrvatske Vode (HRK 63.3 million), and Vodovod Dubrovnik Ltd. (HRK 63.3 million). This Capital Project of this City Administration represents the largest infrastructure project in its history for the water supply and sewerage system of Dubrovnik. The Agglomeration Project includes, in addition to the construction of a Wastewater Purification Plant on Mount Petka, investments in the system of public water supply and drainage in the settlements of Dubrovnik including Zaton - Orašac and Moševići - Visočani, as well as the system of public drainage and wastewater treatment in the settlements of Čajkovića, Čajkovići, Donje Obuljeno, Dubrovnik, Gorenje Obuljeno, Knežica, Komolac, Lozica, Mokošica, Nova Mokošica, Petrovo Selo, Prijedor, Rožat, Sustjepan, and Šumet.

Project Idea #2.3: Educate and Incentivize Responsible Resource Use

In 2020, the City of Dubrovnik continued to carry out educational and informative activities, waste removal actions, and landfill management, marking the International Day for the Fight Against Plastic Bags – distributing eco bags, and educating the public about the importance of using them and reducing the use of plastic bags, as well as undertaking the actions Green and Blue Purges as part of the global “Let's Do It Movement”. During 2020, the action was held on September 19 at several locations, although to a lesser extent due to compliance with epidemiological measures resulting from the pandemic, and thus with several collaborating companies, associations, and institutions. 130 volunteers took part in this action at several locations (Old Water Supply Route, Srđ - Plateau in front of the Homeland War Museum, and the area towards Strinčera, the area under

the Children's Playground next to the Eco-centre in Mokošica, Šipan - Suđurađ, Lokrum – Seabed, and Portoč bay, and the Velika and Mala Petka Forest Park). During 2020, the ReDu Project was actively implemented - the implementation of the Program of Educational and Informative Activities on Waste Management of the City of Dubrovnik, the implementation of which began on August 8, 2018, and lasted less than two years. The implementation of the project activities was intended to contribute to increasing the rate of separately collected municipal waste, reducing the amount of waste disposed in landfills, and building awareness of the Citizens of the City of Dubrovnik about the importance of municipal waste management. The project consisted of a series of informational and educational activities by which the citizens of the City of Dubrovnik, as the main target group, were fully informed and acquainted with the goals of waste management, and motivated to achieve them. During 2020, as part of the project, 2 Educational Lectures were held by professional lecturers on the following Topics: 1. Problems of Marine Litter; 2. Separate Waste Collection in Kindergartens and Schools. Two Workshops, "Separate Waste Collection in Kindergartens", and "Schools for Teachers of Dubrovnik Kindergartens", were held. As part of the project, a picture book, "I care about my City", was published in the Dubrovnik Dialect, and distributed to Kindergartens and Schools in the area of the City of Dubrovnik. In 2020, the Municipal Service Monitoring Officers supervised illegal landfills, and conducted misdemeanor and administrative proceedings against persons who did not act in accordance with legal provisions (a total of seven procedures):

- ✓ Energy renovation of the Ivan Gundulić Elementary School Facility & Energy renovation of the Marin Držić Elementary School Facility - Elementary School from 5th to 8th Grade
- ✓ Energy Renovation of the Kindergarten Izviđač Facility & Energy Renovation of the Ciciban Kindergarten Facility & Energy Renovation of the Elementary School Lapad Facility
- ✓ These Projects were completed at the end of 2019.
- ✓ Energy Renovation of Marin Držić Elementary School Facility – A School 4 Special Needs
- ✓ Energy Renovation of the City Sports Hall in Gospino polje & Energy Renovation of Mokošica Elementary School & Energy Renovation of the Roof of the Luža - Pred Dvorom

DUBROVNIK PRIORITY ISSUE 3 – CRISIS AND EMERGENCY MANAGEMENT

Project Idea #3.1: Developing Mechanisms for Effective Crisis

- ✓ TASK 1: Evaluate existing plans and make necessary improvements, adapt existing systems to include a pandemic response and recovery.

ANSWER: In accordance with the Law on the Civil Protection System, the Ordinance on the holders, content, and procedures for drafting planning documents in Civil Protection and the manner of informing the public about the procedure for their adoption, the City of Dubrovnik has made new plans, having included the danger of the pandemic, and pandemic procedures therein. The COVID-19 Pandemic was responded to in accordance with the National Strategy for suppressing the infection with sufficient and worthy capacities that the City has at its disposal.

- ✓ TASK 2: Develop site capacity and management plans.

ANSWER: Management plans as well as localities are elaborated in detail through the planning documentation (Major Accident Risk Assessment, CP Action Plan, CP System Development Guidelines, CP System Development Plan for the next year). Also, based on the Program of Government Activities in the Implementation of Fire Protection Measures, measures, capacities, command sites, observation posts in the area of our local self-government unit have been elaborated.

- ✓ TASK 3: Conduct education/awareness raising in the private and public sectors, especially for tour operators and tour guides.

ANSWER: Every year before the start of the Tourist Season, the City of Dubrovnik organizes a "TOURS" meeting with all services in close or wider contact with tourists, attended by representatives of tourist guides and agents in tourism, in order to get acquainted with the program of protection of people they are responsible for, evacuations, etc.

- ✓ TASK 4: Install the necessary infrastructure for timely warning and covering the entire area with an audible warning system.

ANSWER: The City of Dubrovnik has a sufficient number of sirens in its area.

- ✓ TASK 5: Prepare shelters within the City.

ANSWER: The City of Dubrovnik foresaw, through the planning documentation, the accommodation and evacuation of the endangered population. By determining legal entities of interest for the CP System, a sufficient number of beds has been envisaged through school halls, hotel facilities, and camps. Atomic Shelters owned by the City have been given for use to civil society organizations, which have arranged them to an enviable level, and have been maintaining them. In case of need, a deadline for making the shelters available in case of need was agreed to under a contract.

- ✓ TASK 6: Prepare written notices for households, set up screens with pictures, set up a schematic diagram of public institutions on "how to behave in crisis situations".

ANSWER: We started preparing written notices, but we gave up for the time being to avoid panic among the Citizens, already upset with the pandemic. The project will be continued in the foreseeable future, with the fear of Citizens slightly reduced, so the idea of sending written instructions to households will be realized. We have not displayed screens with pictures, but only large evacuation plans on/at prominent City points. In public institutions, based on the law on safety at work, there are alert notices, evacuation plans and, in accordance with the law on fire protection, fire extinguishers.

- ✓ TASK 7: New plans until 2021, according to RTC priorities, strategic projects (2021-2027), and the Integrated Development Program Dubrovnik 2030.

ANSWER: Basic Plan and Assessment in the field of Civil Protection was adopted in April 2021 at the CC session. Together with the budget, adopted also were the Analysis of the state of the CP System, Annual CP Development Plan with a three-year financial effect, and Guidelines for the Development of the CP System for a Four-Year Period, the City of Dubrovnik Action Plan Dubrovnik in the field of natural disasters for 2022.

- ✓ TASK 8: The public has been informed about crisis situations and management plans.

ANSWER: The official website displays a sub-page of Civil Protection with all the details, but, as stated in point 6 hereof, we will start sending educational leaflets, through utility or other bills, to each household once the situation with COVID-19 calms down, as it presently causes fear for the Citizens.

- ✓ TASK 9: Regularly updated plans based on previous experiences.

ANSWER: The City of Dubrovnik regularly updates its plans based on the previous experiences.

- ✓ TASK 10: Competence and awareness of the Central Management Team, visitors and supply chain.

ANSWER: The Central Management Team is trained, which I cannot say for the others.

- ✓ TASK 11: Financing the implementation of the purchase and maintenance of the entire apparatus.

ANSWER: The entire CP System of the City of Dubrovnik is financed from the City Budget with a little EU participation through the E-Citijens and DiMAND projects.

- ✓ TASK 12: Number of annual evacuation drills in case of seismic activity.

ANSWER: The City of Dubrovnik organizes civil protection exercises that cover all dangers once a year. The next one takes place on the island of Lopud (November 10, 2021).

DUBROVNIK PRIORITY ISSUE 4 – TRANSPORT AND TRAFFIC CONTROL

Project Idea #4.1: Smart City Solutions, Traffic Control and Regulation

✓ In 2020, the City of Dubrovnik developed, through the Traffic Management Board, the project called the Congestion Toll Collection Zone (around the contact zone) and installed complete hardware for its application. The zone has not been put into operation in operational terms. Pls find enclosed the project for better understanding. Also, since 2019, the City of Dubrovnik, through the Traffic Management Board, has built 2 Public Parking Lots, one in Mokošica, with approximately 130 new parking places, and one at the TUP Parking Lot, with approximately 20 parking places, which were completed this year. The City of Dubrovnik, through the Traffic Management Board, also planned to replace the complete traffic light equipment at the intersection "Dom Zdravlja" in cooperation with the Management Board for European Funds, Regional and International Cooperation, which should be co-financed by the State. The same has not yet been realized.

✓ Lapad Coastline

The project of Reconstruction and Expansion of the Lapad Bay Coastline envisages the reconstruction and expansion of the entire Lapad Coastline, with the arrangement of parking and pedestrian areas and the public transport stops. This project will change the regulation of traffic from a one-way street a/omit to two-way street, a new coastal structure and promenade with greenery and bicycle lanes will be built, the level of traffic safety and quality of public transport increased, and the existing traffic routes and bottlenecks relieved. The total value of the project is HRK 70,000,000.00. The estimated DURATION of the project is 43 months.

✓ Smart Traffic Lights Planned for 2022.

The project envisages the replacement of old cables and traffic light poles, the installation of "smart traffic lights" with LED technology, as well as the implementation of traffic-dependent traffic lights at the intersections of "Dom zdravlja" and "Stadion Lapad". Modernization of equipment and implementation of traffic-dependent operation of traffic lights will improve the efficiency of the system operation, energy savings, reduce waiting time for vehicles to pass through intersections, and unnecessary stops and movements, which will establish better traffic flow, fuel savings, and significant emission reductions, greenhouse gases, and other harmful substances. Non-refundable amount of 40% of eligible costs, i.e. HRK 500,000.00. The total value of the project is HRK 1,250,000.00 including VAT.

DUBROVNIK PRIORITY ISSUE 5 – RESIDENT SATISFACTION AND PUBLIC PARTICIPATION IN DESTINATION DECISION MAKING

Project Idea #5.1: Resident Satisfaction Upscale

Regarding the topic of public participation in decision-making, a good example is the development of a management plan led by the Institute for the Reconstruction of Dubrovnik. Other segments in Priority Question 5 are not applicable to the Institute. Explanation of public participation in decision making:

- ✓ Wider and more open public participation in decision-making was achieved by involving representatives of Citizens and Civil Society Organizations in the work of the Commission for Monitoring the Development of the UNESCO World Heritage Management Plan of the Old Town Dubrovnik, who actively participated in creating the Management Plan. Also, numerous workshops, focus groups, and interviews were organized during the development of the plan, which aroused great interest among the population, so that the residents had the opportunity to participate in the formation of the vision, priorities, and action plan.
- ✓ In addition, through the process of public insight and public debate, residents were allowed to express comments and suggestions, and were significantly involved in the final draft of the document, which was confirmed by its unanimous adoption by the City Council and was also publicly supported by Individual Councillors of the City Districts.
- ✓ The Management Plan defines the management structure of the World Heritage, which consists of representatives of meritorious institutions, and representatives of Citizens from the scope of the World Heritage, and from the area of the contact zone, representatives of civil society organizations, and the private sector.
- ✓ The implementation of the Participatory Budgeting (PB) Project, a democratic tool through which decisions on the allocation of part of public funds are made in direct cooperation with Citizens, was planned at the level of 25 Local Units of the City of Dubrovnik. The Dubrovnik Development Agency DURA is the coordinator and operational implementer of the same. At the start of the Covid Pandemic, project implementation on the district and local council levels was halted. A date for restarting activities has not yet been scheduled.
- ✓ In the period 2019/2020, two cycles of Participatory Budgeting were conducted in primary schools in the City of Dubrovnik.

The results of the implementation are as follows:

- ✓ In the school year 2019/2020, workshops were held with students in 4 Primary Schools: Lapad, Marin Držić, Ivan Gundulić, and Marin Getaldić. 25 workshops were held, including 25 classes and a total of 550 actively involved students. It all resulted in a total of 50 proposed projects. A technical analysis of all projects with the principals of the schools involved was realized, and instructions for further work in presenting projects among the generations involved were formulated. Voting was conducted in all involved schools, and a press conference held at which the pilot project of participatory budgeting, its activities, benefits for schools, and development of children's activities, as well as the winning projects themselves, were presented. The results of the evaluations completed by 530 students showed that 90% of students want to participate in this project again, and as many as 65% of students rated the project as EXCELLENT. The students also showed great satisfaction with the implemented pilot project in terms of

transferring the value of civic education and engaging in the public interest.

✓ In the School Year 2020/2021, 20 classes participated in 7 primary schools.

According to evaluations duly completed by 392 students, the experience of the process was positive for 335 of them, i.e. 85% of students expressed a desire to participate again the next year, and as many as 82% of students rated the Participatory Budgeting Project as very good or excellent. A total of 7 projects were voted on. Students of the Lapad Elementary School voted for devices for outdoor exercise, students of the Ivan Gundulić Elementary School voted for the arrangement of an outdoor classroom where they would be able to stay in the open air and hold classes outside the school. Furthermore, the students of the Marin Držić Elementary School voted for outdoor benches and tables, and the students of the Marin Getaldić Elementary School decided to purchase 7 bicycles, and the necessary riding equipment. In the elementary school Montovjerna, the students voted for the arrangement of the living room, in the elementary school Mokošica for a stand for bicycles and benches, and in the elementary school Antun Masle for table football. According to the choice of projects, it can be concluded that most of them voted for projects corresponding to the current circumstances caused by the COVID-19 Pandemic, with the desire to spend as much time in nature, exercise, and promote a healthy lifestyle.

DUBROVNIK PRIORITY ISSUE 6 – SUPPORTING LOCAL ENTREPRENEURS

Project Idea #6.1: Development of Local Entrepreneurs Infrastructure

- ✓ Entrepreneurial aid in the form of subsidies for the employment of trainees remained at the level of 2020.

Project Idea #6.2: Utilizing Entrepreneurship to Vary Tourism Monoculture

- ✓ In order to diversify the tourist offer, the City launched, in cooperation with the Dubrovnik Tourist Board, the City for Digital Nomads Project, and an International Conference for Digital Nomads was held in Dubrovnik in October 2020. This conference opened the door to a new opportunity for tourism development. The cooperation continued in March 2021, when a competition was announced for Digital Nomads who lived and worked in Dubrovnik for a month as promoters of the destination. As part of the Dubrovnik Digital Nomad in Residence Project, 10 Digital Nomads who stayed in Dubrovnik got involved in the life of the community and based on personal experiences through workshops, gave proposals and suggestions on what they want from the destination where they live and work, or recommendations for creating better environments for this form of tourism. In September 2021, a public call was sent to economic entities to develop a new offer for Digital Nomads. In October 2021, a Dubrovnik Workshop for Digital Nomads was held - a year later, where the participants of the 2020 Workshop looked back at the past year, and the efforts made in the meantime to develop the project. In the coming period, the goal is to improve communication with the local community to further develop the offer and content for Digital Nomads. A prominent Digital Nomad Influencer is expected to arrive in December 2021, which will conclude this year, and a second conference dedicated to Digital Nomads is planned for April 2022.

F. References

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