



World Heritage and Sustainable Tourism

SUSTAINABLE TOURISM CAPACITY BUILDING IN 4 AFRICAN WORLD HERITAGE DESTINATIONS



Specialized workshop

Cape Maclear, 09-10 November 2015

Lake Malawi National Park World Heritage Site



A. INTRODUCTION

1. Background to the World Heritage and Sustainable Tourism Project

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

1.1 The UNESCO World Heritage and Sustainable Tourism Programme

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

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

1.2 UNESCO World Heritage Sustainable Tourism Toolkit

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

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

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

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

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

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

1.2 Sustainable tourism capacity building in 4 African World Heritage destinations

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

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

2. Objectives of the Project

The aim of the project is to help each site develop a sustainable tourism strategy using the guidance tools developed by UNESCO in order to enhance broad stakeholder engagement in planning, development and management of sustainable tourism, and provide World Heritage stakeholders with the capacity and the tools to manage tourism efficiently, responsibly and sustainably based on the local context and needs.

3. Expected Results of the Project

Overall goal of the project:

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

The expected outcomes of the project are:

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

4. Structure of the Project

The project will take place over 12 months (November 2014-October 2015) and will be structured in 3 phases, as follows:

- (1) Initiation workshops;**
- (2) Follow-up workshops;**
- (3) Specialized workshops.**

Each site will be taken through the 3 phases and will be supported throughout the project by a team of coordinators and resource persons via workshops, discussions, distance consultations, feedback on results and monitoring. The initiation and follow-up workshop will concentrate on guides 1-4 of the toolkit to establish the basic foundation for strategy development. The initiation workshop was undertaken from the 7-9th March 2015, and the follow-up workshop took place from the 15-16th June 2015.

5. Specialized Workshop 09-10th November 2015

The Specialized workshop took place in Cape Maclear with the Lake Malawi National Park World Heritage Site from the 09-10th November 2015. This final workshop aimed at finalizing the strategy and focusing on any critical issue identified through the process by the participants. Lake Malawi National Park, a natural World Heritage Property inscribed in 1984, is located at the southern end of the great expanse of Lake Malawi. The national park is home to many hundreds of fish species, nearly all endemic.

B. WORKSHOP PROCEEDINGS

1. Workshop programme

The two day workshop consisted of a mixture of practical and training exercises aimed at finalizing the work started in the first two workshops focusing on the vision and the OUV of the WHS as well as the strategic and action planning. Some parts of the strategy still remained incomplete, and thus a discussion on these sections ended the final workshop. The workshop took place at the Mgoza Lodge in Cape Maclear, Malawi from the 09-10th November 2015. *See appendix (a) for the programme.*

2. Workshop participants

Nine participants attended the meeting, of which only 1 was female. The coordination and resource team consisted of: Programme Specialists from the World Heritage Centre Paris and the African World Heritage Fund. *See appendix (b) for participant list.*

3. Proceedings- 09-10th November 2015

3.1 Session 1: Opening and Reviewing

The workshop opened on the 09th November with a brief welcome and introduction of the AWHF representative. This was followed by a recap presentation on the sustainable tourism and the sustainable tourism toolkit. The concept of destination and its management approach were emphasized again. *A destination is the physical space in which a tourist spends their holiday or vacation. It includes a full range of services, products and experiences. A World Heritage site (WHS) can be a destination in itself. However, more often it is located in, or part of, a wider venue, forming the key, or one of the key, attractions of the place concerned. It is important to manage tourism at a*

destination scale – managing the issues simply within the boundaries of the World Heritage sites would be ineffective.

32. The two day final workshop was the opportunity for the participants to be brought together as a team and to review the current draft tourism strategy. The reviewing started with the vision for Lake Malawi National Park WHS as a Destination and was finalized in a plenary session.

3.3 Session 2: Reviewing

The Lake Malawi National Park WHS had two descriptions of its Outstanding Universal Value (OUV) which resulted from the previous workshop. This final workshop was the occasion for the participants to rework and finalize the OUV that will stand for the tourism strategy of the site.

- 3.4 Considerable work was done during the initiation and the follow-up workshops. Nevertheless, some elements needed to be refined such as the strategic priorities. The participants worked in groups and reviewed this part of the strategy. Three groups worked on three strategic priorities. The results were then discussed and finalized in a plenary session.

3.5 Session 3: Reviewing and Finalizing the action planning

As the strategic priorities were revised, the action planning was reviewed as well. Some priorities have been put together depending on their objectives and similarities. Consequently, the action planning was reworked and finalized during the second day of the workshop.

3.6 Session 4: Way forward and Closing

The last step in the process involved discussing the remaining parts of the strategy. One participant will be responsible for each remaining part, and the finalization will continue through distance follow-up. The workshop was closed with words from the UNESCO Programme Specialist and the representative of the participants.

C. WORKSHOP RESULTS

1. Vision

To make Lake Malawi National Park World Heritage site a premier tourism destination, where all people living, working, investing and visiting actively participate in the conservation of its outstanding universal value while equitably benefitting from it, creating a vibrant and enjoyable destination for present and future generations.

2. Outstanding universal value of the World Heritage Site

Located at the southern-most end of Africa's Great Rift Valley, Lake Malawi National Park is an area of exceptional natural beauty and natural history with clear sparkling waters, rugged hills and vast sandy beaches.

The waters of Lake Malawi National Park are home to many hundreds of cichlid fish, nearly all of which are endemic to area, and are known locally as "mbuna".

The Mbuna of Lake Malawi National Park are an outstanding example of biological evolution and are of great scientific value due to their rapid evolution (adaptive radiation) that is similar to the Galapagos Island finches in importance.

3. Strategic priorities

- i. Destination Governance
- ii. Protection of OUV through tourism
- iii. Sustainable destination Development through tourism

4. Strategic actions

i. Destination Governance

- a) Create alternative income generation activities based on tourism and caged fish farming
- b) Strengthen law enforcement and the resource monitoring
- c) Create woodlots for firewood
- d) Control encroachment through enforcing the National Park boundaries
- e) Control access to islands and concession areas through proper management
- f) Encourage lodges and restaurants to buy / offer on menus line caught fish to reduce netting

- g) Review the park management plan regularly

ii. Protection of OUV through tourism

- a) Establish a collaborative destination management governance structure with stakeholders
- b) Engage community on the opportunities of tourism
- c) Develop a community development plan
- d) Develop waste management plan for sewerage disposal and general waste products such as chibuku bottles and plastics
- e) Develop a land-use plan
- f) Develop capacity of different stakeholders in ecotourism

iii. Sustainable destination Development through tourism

- a) Develop a communication and interpretation plan
- b) Develop website and promotional materials for the destination and links to as many organisations as possible and create a social media position for marketing based on the OUV
- c) Sensitise communities and stakeholders to raise awareness starting with schools with the help of the relevant Ministries
- d) Initiate an annual events programme
- e) Develop fundraising opportunities

5. Action planning for the tourism strategy

No.	Action	WHO	Stakeholders	Timeframe	Success Indicators	Resources
1. Protection of Outstanding Universal Value through tourism						
a)	Create alternative income generation activities based on tourism and caged fish farming	Park Manager (PM)	NGOs, DNPW, DoC, DoT, Lodge Tour guides, Politicians, Communities, Relevant Ministries	July, 2016 - On going	Number of IGAs developed, Meetings, Reports	TBD
b)	Create woodlots for firewood	PM	Forestry, DNPW, NGOs Communities	July, 2016	By Laws, Woodlots	TBD
c)	Strengthen law enforcement and the resource monitoring	PM	DNPW, Police, Judiciary, Communities	April, 2016 On going	Reports, Conviction Returns	TBD
d)	Control encroachment through enforcing the National Park boundaries	PM	DNPW, Communities, District Council, Police, Judiciary	October, 2015 On going	Reports, reduced incidence of encroachment	TBD
e)	Control access to islands and concession areas through proper management	PM	DNPW, Communities Tour operators, tour guides, boat owners	June, 2016 On going	Concession agreements, minutes of meetings, By laws developed and enforced	TBD
f)	Encourage lodges and restaurants to buy / offer on menus line caught fish to reduce netting	Lodges owners association chair	Lodges, fishermen, DNPW, communities, DoT, Fisheries Department	April, 2016	Increase supply of line caught fish, reduced supply of netting fish	TBD
g)	Review the Park management plan regularly	Assistant Director (Research Development)	DoC, DoT, communities, Tour operators and Lodges	December, 2020	Updated Park management plan	TBD
2. Sustainable Destination Development through tourism						
a)	Establish a collaborative destination management	PM (Taskforce)	DNPW, DoC, DoT, Lodge owners, Tour guides, NGOs,	May 2016	Committee formed, minutes of meetings	TBD

	governance structure with stakeholders		Communities			
b)	Engage community on the opportunities of tourism	PM (Taskforce)	DNPW, DoC, DoT, Lodge owners, Tour guides, NGOs, communities	March, 2016	Community Tourism Association in place, tourism based IGAs	TBD
c)	Develop a community development plan <i>(development of an environmental impact assessment, Develop and produce social economic profile, Document and link up with local communities on the existing structures, Initiate development projects)</i>	PM (Taskforce)	DEA, Ministry of Gender, DNPW, Communities, DoT, DoC, NGOs, DoF, UNIMA	April, 2016 (Assessment)	EIA, Community Development Plan	TBD
d)	Develop waste management plan for sewerage disposal and general waste products such as chibuku bottles, plastics and noise pollution	PM (Taskforce)	DNPW, Health, Communities Tour Operators, DEA, NGOs DoT, Tour guides, schools, local business persons, District council, EDO	June - July, 2016	Waste Management Plan developed	TBD
e)	Develop a land-use plan (zoning of industries such as tourism, bars, markets, introduce a tourism infrastructure development plan consisting of Environmental Impact Assessments, building styles, types and size, No buildings over 2 stories, No random constructions in the village)	PM (Taskforce)	DNPW, Communities, Tour Operators, DEA, NGOs DoT, local business persons, District council, EDO, Department of Agriculture, Department of lands, Department of survey	2018	Deliverable land-use plan	TBD

f)	Develop capacity of different stakeholders in ecotourism	PM (Taskforce)	DNPW,NGOs, Communities, Tour Operators, Tour guides, DoT, DoC, DoF, Dol, DoE, MZUNI	June, 2016	Number of trainings Number of certified trainees Reports	TBD
3. Sustainable Community Development through tourism						
a)	Develop a communication and interpretation plan <i>(signage, Create unified information package so as not to confuse tourists- Embed the key messages throughout the destination, Do's and don'ts for visitors and operators, Develop 6 natural and 6 cultural activities to do in the destination explaining how tourists would fill 3 days and 6 days, create a gateway: get the tourists to the beaches through the park)</i>	PM (Taskforce)	DNPW,NGOs, Communities, Tour Operators, Tour guides DoT, Dol, DoC, District council	April, 2016	Communication and interpretation plan	TBD
b)	Develop website and promotional materials for the destination and links to as many organisations as possible and create a social media position for marketing based on the OUV	PM (Taskforce)	DNPW,NGOs, Communities, Tour Operators, Tour guides, DoT, DoC, Dol	June, 2016	Website, brochures, leaflets and other related information materials in place	TBD
c)	Sensitise communities and stakeholders to raise awareness starting with schools with the help of the relevant Ministries	PM (Taskforce)	DNPW, Lodge owners, communities, tour guides, NGOs, District Education Manager	March, 2016 On going	Reports, number of meetings, number of school visits	TBD
d)	Initiate an annual events programme	PM (Taskforce)	DNPW, Sponsors, local business persons,	January,2016 On going	Number of events Increase revenue	TBD

			communities, DoT, DoC, DoI, District council, Police, NGOs, media, MDF Marine unit		Reports	
e)	Develop fundraising opportunities	PM (Taskforce)	DNPW, UNESCO, AWHF, NGOs, GEF, World Bank, GIZ, KFW, WWF	December, 2015	Number of proposals funded	TBD

D. WAY FORWARD

The tourism strategy for the Lake Malawi National Park WHS will be completed through distance consultation and follow-up with the participants especially on the remaining elements. The on-ground finalization of the strategy for the whole destination will be led by the chairperson. An action working plan for the follow-up phase will guide the final development of the strategy. See below for the action plan.

Aim: To finalize the tourism strategy for the destination

ACTIVITY	RESPONSIBLE PERSON	DEADLINE	REMARKS
Introduction	Alan Abraham Joffe	29 th January 2016	
Key statistics	Patrick Chinguwo	29 th January 2016	
Stakeholders	Alex Benson Chunga	29 th January 2016	
Governance	Chairperson	29 TH January, 2016	To be finalized using the model for the Wadden Sea
Way forward, outreach and buy in, statement of collective commitment	Chairperson	29 th January, 2016	
Finalization of the draft strategy	Led by Chairperson	By 19 th February, 2016	Date to be determined

E. CONCLUSION

The workshop successfully brought together a variety of stakeholders to review and finalize the progress and work started in the two first phases of the project. Clear challenges and opportunities were highlighted and the strategic priorities and actions were reviewed, refined and finalized. The participants identified that the tourism strategy should capture the need for the tourism sector to contribute to the conservation of the site. The workshop resulted in a revised draft strategy with a clear vision for 2035, the Outstanding Universal Values for the Destination, the strategic priorities as well as the actions to implement the strategy. The governance structure identified by the participants in the previous workshop will ensure the finalization and implementation of the twenty year strategy.

F. ACKNOWLEDGMENTS

We would like to thank the State Party of Malawi for participating in the project, in particular the participants for their active involvement and enthusiasm in working towards a tourism vision and strategy. Further we would like to thank the Department of National Parks and Wildlife of Malawi and the Mgoza Lodge for welcoming the participants and hosting the workshop in Cape Maclear. Special acknowledgments to the UNESCO World Heritage Centre and the African World Heritage Fund. Further we thank the financial contributors to this project, the Flanders Government and the IRIS Foundation for providing the much needed financial resources for the implementation of this project.



Participants during the Specialized workshop 09-10th November 2015, Cape Maclear, Malawi

G. APPENDICES

a. Daily programme

Project: Testing the How To Guides in the Destination Management field in 4 Africa Nature sites		
DAILY PROGRAMME		
Activity: Final workshop		
Venue: Lake Malawi National Park World Heritage Site		
Date: 09-10th November 2015		
DAY 1: Monday 09 November		
		Venue: Mgoza Lodge
SESSION 1: Opening and Reviewing		
Time	Item	Comments
09:00-09:30	- Introductory remarks, the draft programme - Recap on the World Heritage and Sustainable tourism programme and the objective of the final workshop	UNESCO/AWHF Peter Debrine
09:30-10:30	- Reviewing the draft strategy and finalizing the Vision for the 10 year strategy	All participants
<i>Coffee/Tea break 10:30-11:00</i>		
SESSION 2: Reviewing		
11:00-13:00	- Reviewing and finalizing the OUV for the WHS Destination	All participants
<i>Lunch 13:00-14:00</i>		
14:00-15:30	- Group work on the strategic priorities	Group work
<i>Coffee/Tea break 15:30-16:00</i>		
16:00-17:00	- Presentation on group work - Discussion	All participants
DAY 2: Tuesday 10 November		
SESSION 3: Reviewing and Finalizing the action planning		
09:00-10:30	- Plenary work on the action planning - Discussion	All participants
<i>Coffee/Tea break 10:30-11:00</i>		
11:00-13:00	- Plenary work on the action planning - Discussion	All participants
SESSION 4: Way forward and Closing		
14:00-15:30	- Finalizing the action planning - Discussion	All participants
<i>Coffee/Tea break 15:30-16:00</i>		
15:30-17:00	- Finalizing the action planning - Discussion on the remaining parts of the strategy - Closing of the workshop, thanks words	All participants Peter Debrine, representative of participants

b. List of participants

Project: Testing the How To Guides in the Destination Management field in 4 Africa Nature sites				
LIST OF PARTICIPANTS				
Activity: Final workshop				
Venue: Lake Malawi National Park World Heritage Site				
Date: 09-10 November 2015				
NAME	AFFILIATION	COUNTRY	CONTACT DETAILS	
Workshop participants				
1	Mr. Alex Benson Chunga	Park Manager , Lake Malawi National Park	Monkey Bay, Malawi	alexchunga70@yahoo.com
2	Mr. Dyce Allan Kamwana	Parks and Wildlife Law Enforcement Officer, Lake Malawi National Park	Monkey Bay, Malawi	kamwanadyce@gmail.com
3	Mr. McPhillip Rosary Mwithokona	Education and Extension Officer, Lake Malawi National Park	Monkey Bay, Malawi	phillipmwitho@gmail.com
4	Mr. Patrick Chinguwo	Senior Assistant Parks and Wildlife Research Officer, Lake Malawi National Park	Monkey Bay, Malawi	pchinguwo@gmail.com
5	Ms. Constance Makonokaya	District Tourism Officer, Malawi Ministry of Information and tourism, Mangochi Office	Mangochi, Malawi	makonokayacossie@yahoo.com cm maxiyi@gmail.com
6	Mr. Medson Gregory John Makuru	Heritage Manager, Chongoni Rock Art WHS	Lilongwe, Malawi	medsonmakuru@yahoo.com
7	Mr. Lackson William Maliwanda	Vice Chairman of Cape Maclear Tour Guide Association	Cape Maclear, Malawi	luckysonmalawi@yahoo.com
8	Mr. Alan Abraham Joffe	Chairman of the Cape Maclear Lodge Owners Association Owner of Mgoza Lodge	Cape Maclear, Malawi	alan@mgozalodge.com
9	Mr. Franklyn Nyirenda	Staff Manager, Kayak Africa (tour operator)	Cape Maclear, Malawi	joseph@kayakafrica.com; jurie@kayakafrica.com
10	Mr. William Oscar Mgoola	Assistant Director	Lilongwe	wmgoola@yahoo.co.uk
Coordination and Resource team				
11	Mr. Peter Debrine	Senior Project Officer of Sustainable Tourism, UNESCO World Heritage Centre Paris	France	p.debrine@unesco.org
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