

World Heritage and Sustainable Tourism

PROJECT: TESTING THE HOW TO GUIDES IN THE DESTINATION MANAGEMENT FIELD IN 4 AFRICA NATURE SITES

SITES: 4 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

1- BACKGROUND

1.1 The World Heritage and Sustainable Tourism Programme

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

The UNESCO World Heritage Centre has developed the World Heritage and Sustainable Tourism Programme (WH+ST Programme) to catalyze positive change to protect and conserve the sites while enriching the lives of local communities and at the same time enhancing the experience of travelers.

1.2 The Africa Nature Programme

The *Africa Nature* capacity building programme was developed following the results of the Second Cycle of Periodic Reporting in Africa (2010-2011) which highlighted that insufficient capacities in site management constitute one of the main challenges in the conservation of the World Heritage properties. This programme, designed to help site managers improve their management and

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monitoring processes, is among the major implementation strategies of the Action Plan 2012-2017 for the Africa Region endorsed by the World Heritage Committee at its 36th session in 2012.

Objective No2 of the Action Plan (Improve the state of conservation at World Heritage properties, by effective risk management, increased community involvement and direct economic benefits to local communities) identified in the Action Plan is directly related to sustainable tourism and two primary results of this objective are:

1. Improved direct economic benefits to local communities in and around World Heritage properties, through mutual benefits of local, tourism and conservation concerns,
2. Community and tourism development strategies fully integrated into property conservation and management mechanisms are among the expected results of this action plan.

1.3 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

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1.4 Testing the How To guides in the destination management field in 4 Africa nature sites

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 WHSTP and the Africa Nature Programme, are carrying out a project '**Testing the How to Guides in the Destination Management Field in 4 Africa Nature Sites**'. The project consists of organizing a series of practical training and workshops in four priority natural World Heritage sites in Africa (Malawi, South Africa, Tanzania and Zambia).

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.

2- OBJECTIVES OF THE PROJECT

The aim of the project is to progressively introduce the guides into the planning and management of sustainable tourism at the four sites 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 site managers of natural World Heritage sites in Africa plan and manage tourism more sustainably by testing and refining 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;
2. Participating site managers are actively using the guidance tools to implement strategies addressing the core issues;
3. Participating site managers 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 Africa nature World Heritage sites.

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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.

1. Initiation workshop:

This first workshop will serve as an introduction to the project; introducing the participants to the toolkit and the 3 phases of the project. The following topics will be covered:

- Identification of critical issues (SWOT analysis) and conducting a needs assessment at the site;
- Development of priorities, a strategic statement and sustainable tourism vision;
- Outlining of a stakeholder engagement strategy to guide the interim stage between workshops and the different activities;
- Development of a work plan that will serve as a basis for developing strategic foundations.

The discussions will be guided by an analytical framework that will include a baseline for measuring success as we move through the project. The materials will be sent in advance to the participants. As per the developed action plan, tasks will be set between each activity and a follow-up mechanism will be agreed upon.

2. Follow-up workshop:

The second workshop will consolidate the preparatory work and focus on:

- Developing a detailed strategy for sustainable tourism management;
- Developing a governance structure in order to implement the strategy;
- Identification of practical initiatives and longer term planning on core issues.

This strategy should ideally be linked to other management strategies for the site. Fine tuning of the strategy will take place in the interim period after the workshop.

3. Specialized workshop:

The final workshop will focus on a critical issue that has been identified through the process by the participant that requires more specific training. Possible topics include: marketing, communication and interpretation, fundraising, guide training or visitor management.

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5-IMPLEMENTATION SCHEDULE

Each workshop will take place over 3 days and will provide sufficient time between each activity to allow for work to be completed.

IMPLEMENTATION SCHEDULE			
1	Mosi-oa-Tunya (Zambia/Zimbabwe)	(1) Initiation workshop	22-24 January 2015
		(2) Follow-up workshop	11-12 May 2015
		(3) Specialized workshop	10-12 August 2015
2	Maloti Drakensburg (South Africa/Lesotho)	(1) Initiation workshop	19-21 February 2015
		(2) Follow-up workshop	15-16 May 2015
		(3) Specialized workshop	14-16 August 2015
3	Lake Malawi National Park (Malawi)	(1) Initiation workshop	7-9 March 2015
		(2) Follow-up workshop	1-2 June 2015
		(3) Specialized workshop	7-9 September 2015
4	Ngorongoro Conservation Area (Tanzania)	(1) Initiation workshop	11-13 March 2015
		(2) Follow-up workshop	4-5 June 2015
		(3) Specialized workshop	11-13 September 2015

6- WORKING LANGUAGE

The working language for this project is English.

7- PARTICIPANTS

10 participants from each site/country will be involved in the project process. The participants will consist of key stakeholders including site management and tourism development (both planning and marketing).

8- FUNDING

The costs for the project will be covered by the organisers, the UNESCO World Heritage Centre and the African World Heritage Fund, through the support of the Government of Flanders.