



## World Heritage and Sustainable Tourism



## SUSTAINABLE TOURISM CAPACITY BUILDING IN 4 AFRICAN WORLD HERITAGE DESTINATIONS



### Specialized workshop

Livingstone, 06-07 October 2015

Mosi-oa-Tunya / Victoria Falls World Heritage Site



## A. INTRODUCTION

### 1. Background to the World Heritage and Sustainable Tourism Project

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

### **1.3 Sustainable tourism capacity building in 4 African World Heritage destinations**

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

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

## 2. Objectives of the Project

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

## 3. Expected Results of the Project

### **Overall goal of the project:**

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

### **The expected outcomes of the project are:**

1. For each site to have developed a sustainable tourism management strategy 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 workshops took place from 22-24<sup>th</sup> January 2015 and from the 11-12<sup>th</sup> June 2015.

## 5. Specialized Workshop 06-07<sup>th</sup> October 2015

The Specialized workshop took place in Livingstone with the Mosi-oa-Tunya / Victoria Falls World Heritage Site from the 06-07<sup>th</sup> October 2015. The aim of this final workshop was to focus finalising the strategy and focusing on any critical issue identified through the process by the participants. Mosi-oa-Tunya / Victoria Falls is a natural transboundary World Heritage Property covering two State Parties, Zambia and Zimbabwe. The property was inscribed in 1989 for both aesthetic and geological/geomorphologic values.

### B. WORKSHOP PROCEEDINGS

#### 1. Workshop programme

The two day workshop consisted of a mixture of practical and training exercises aimed at finalising the work started in the first two workshops mainly focusing on the action planning of the Strategy and determining a way forward. The workshop took place at the Protea Hotel in Livingstone, Zambia from the 06-07<sup>th</sup> October 2015. *See appendix (a) for the programme.*

#### 2. Workshop participants

Eighteen participants attended the meeting, nine from Zimbabwe and eight from Zambia, of which seven were female and eight were male. The Specialized workshop had a participant from the UNESCO Harare MSRO who works as volunteer in sustainable tourism and community as well as a participant from the Zambian National Commission for UNESCO. The coordination and resource team consisted of: Programme Specialist from the World Heritage Centre Paris; the African World Heritage Fund, and; a Culture Officer from the UNESCO Multisectoral Regional office Harare. *See appendix (b) for participant list.*

#### 3. Proceedings- 06-07<sup>th</sup> October 2015

##### 3.1 Session 1: Opening and reviewing

The workshop opened on the 06<sup>th</sup> October with a brief welcome and introduction of the two AWHF representatives. This was followed by a recap presentation on the Overall goals, Governance, Strategy Development and action planning process for the destination. This was the last time to emphasise the concept of destination. *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.* For the Mosi-oa-Tunya / Victoria Falls World Heritage Destination, the destination covers both the Zambian and Zimbabwean side of the World Heritage Site as well as the towns and activities that surround it.

The presentation also recapped the concept of sustainable tourism, the sustainable tourism toolkit and a destination management approach. Some case studies were discussed hotels that offers different services, targeted price focusing, and the involvement of the Private sector in the tourism infrastructure management in the surrounds of World Heritage Sites in the USA and Europe. The importance of fundraising was also highlighted since the local communities do not directly benefit from tourist taxes.

3.2 The proceedings and results of the two last workshops held from 22-24<sup>th</sup> January and from 11-12<sup>th</sup> June were reviewed. The presentation highlighted in particular the key results consisting of the SWOT analysis, the original 4 strategic objectives and the 19 actions; the vision for the Mosi-oa-Tunya / Victoria Falls in 2025, the OUV, the 5 key priorities, the reviewed strategic actions and the governance (*refer to initiation and follow-up workshop reports for full details*).

### 3.3 Session 2: Action Planning

Each country had to develop the action planning of the strategy but due to the inability to meet as a group, the participants were not able to complete some of the actions. According to the circumstances of the group, the chairs and vice chairs discussed on the way to proceed in order to have integrated action planning from both side. Each national group then worked on the draft of the action planning for the period 2016-2025.

The Specialized workshop provided the opportunity of being together to advance as much as possible and to finalize the action planning of the strategy.

### 3.4 Session 3: Finalizing the action planning

The second day of the workshop concentrated on the finalization of the action planning. However, there was also an occasion to highlight the importance that should be given to the Private sector and to recognize how they are often more organized. This item was led by the vice-chairpersons.

### 3.5 Session 4: Way forward and closing

By the end of the Specialized workshop, the participants defined the priorities in the Action Planning of the Strategy in order to address the main core issues for both sides. The priority actions were identified as the following: Improve Marketing and communication, Product development and diversification; Tourism sector supporting the conservation and management of the World Heritage Site; Community engagement, beneficiation and capacity building; and Developing new models for attracting investment and funding.

The last step in the process involved discussing the desired outcome by the end of the project with a deadline schedule for the finalization and formularisation of the tourism strategy for

the Mosi-oa-Tunya / Victoria Falls World Heritage Destination. The workshop was closed with words from the representatives of the NHCC and the AWHF.

## C. WORKSHOP RESULTS

### 1. Action Planning of the Strategy

The participants agreed on the following action planning:

#### ACTION PLANNING FOR STRATEGY 2016 – 2025

| No.   | Action   | WHO<br>Joint /<br>Zimbabwe /<br>Zambia | Stakeholders   | Timeframe/<br>By when | Success<br>indicators   | Resources   |
|---|--|--|--|-----------------------|---|---|
| <b>1. Improve Marketing and Communication</b> |  |  |  |                       |   |   |
| a)  | Creating marketing and communication tools for the destination (key messages). | ZTA, ZTB                               | VFM, NMMZ, ZIMPARKS, ZCT, MOTHI, NHCC, LTA, ZNBC, MTA            | December 2016         | <ul style="list-style-type: none"> <li>• A destination website created</li> <li>• Number and variety of promotional materials developed (e.g brochures, documentaries, social media mentions)</li> <li>• Number of symposiums held</li> <li>• Increased arrivals</li> <li>• New markets established.</li> </ul> | <ul style="list-style-type: none"> <li>• Human resources</li> </ul> |
| b)  | Using People Protecting Places and other available platforms for PR/marketing. | ZTA, ZTB                               | VFM, ZIMPARKS, ZCT, MOTHI, HWANGE RDC, NHCC, LTA, ZNBC, MTA, NPW | 2016 - 2025           | <ul style="list-style-type: none"> <li>• Marketing brochures/publications produced</li> <li>• Communication platforms established</li> <li>• Number of marketing programmes produced</li> <li>• Vigorous marketing</li> </ul>   |   |

|    |  |                           |  |             |  |  |
|----|--|---------------------------|--|-------------|--|--|
|    |  |                           |  |             | <ul style="list-style-type: none"> <li>projects produced</li> <li>Improved market research.</li> </ul>   |  |
| c) | ICT training /support.   | MOTHI, MTA                | ZTA, ZTB, NMMZ, VFM, ZIMPARKS, ZCT, MOTHI, HWANGE RDC, NHCC, LTA, ZNBC, MTA      | JUNE 2016   | <ul style="list-style-type: none"> <li>Number of people trained</li> <li>Training materials and manuals produced</li> <li>Number of trainings</li> <li>Improved capacity on ICT usage</li> <li>Website designed and number of postings</li> <li>Destination ICT database established.</li> </ul> |  |
| d) | Engagement and Consultation of public/private sector on marketing communication.       | ZTB, ZTA                  | VFM, ZIMPARKS, CHIEFS, HWANGE RDC, PRIVATE SECTOR, LCC, MTA, TCZ, LTA, ZCT, NHCC | 2016 - 2025 | <ul style="list-style-type: none"> <li>Number of meetings organised</li> <li>Number of interactive forums established</li> <li>Number of reports.</li> </ul>   |  |
| e) | Communicate to visitors areas of cultural sensitivity.                                 | ZTA, ZTB                  | MOCTA, NHCC, NMB, LCC, VFM   | 2016 - 2025 | <ul style="list-style-type: none"> <li>Awareness campaigns in print and electronic media</li> <li>Cultural sensitivity campaign materials produced.</li> <li>Cultural events held.</li> </ul>  |  |
| f) | Develop a responsible destination code of conduct (community, operators and visitors). | MTA, MOCTA, VFM, ZIMPARKS | NHCC, ZTB, LCC, Immigration Department, Zambia Police,                           | JUNE 2016   | <ul style="list-style-type: none"> <li>Code of conduct developed and made accessible</li> </ul>  |  |

|    |  |   |  |             |   |  |
|----|--|---|--|-------------|---|--|
|    |  |   | Private sector,<br>ZTA, ZRP,<br>NMMZ, LTA,<br>NPW                                |             | <ul style="list-style-type: none"> <li>• Signage developed.</li> </ul>  |  |
| g) | Media (local & international) tours targeted at existing and emerging markets.       | ZTA, ZTB                                      | Media (local, international), VFM, ZIMPARKS, ZCT, MTA, NHCC, NPW, LTA, LCC, MIBS | 2016 - 2025 | <ul style="list-style-type: none"> <li>• Number of media tours undertaken at destinations which are potential target markets</li> <li>• Press conferences held</li> <li>• Membership and affiliation to various international bodies in tourism.</li> </ul> |  |
| h) | Establish mechanisms for constant networking with key stakeholders on opportunities. | NATCOMS<br>ZIM/ZAM,<br>ZTA, ZTB,<br>NHCC, MTA | ZIMPARKS, VFM,<br>UNESCO, AWHF,<br>UNWTO,<br>NATCOM                              | JUNE 2016   | <ul style="list-style-type: none"> <li>• Networking events organised.</li> <li>• Number of meetings held</li> <li>• Number of proposals and applications made</li> <li>• Formulated networking platforms</li> <li>• Exhibitions and expos done.</li> </ul>  |  |
| i) | Communicate off peak visits and diversity of the package.                            | ZTB, ZTA                                      | NHCC, NPW,<br>MTA, LTA, ZCT,<br>ZIMPARKS, VFM,<br>HAZ                            | 2016 - 2025 | <ul style="list-style-type: none"> <li>• Number and diversity of off peak tourism packages developed</li> <li>• Increase in off peak tourism flows</li> <li>• Reports and statics published.</li> </ul>   |  |
| j) | Campaigns in the national and online communicational                                 | ZTA, ZTB,<br>MTA,                             | NHCC, ZNBC,<br>PRINT AND   | 2016 - 2025 | <ul style="list-style-type: none"> <li>• TV and Radio programmes produced</li> </ul>  |  |

|   |   |                    |   |               |   |  |
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|   | channels and print media.   | ZIMPARKS, MUSEUMS, | ELECTRONIC MEDIA, HAZ, LTA  |               | <ul style="list-style-type: none"> <li>• Online adverts and campaigns done.</li> <li>• Print media materials produced.</li> </ul>   |  |
| k)  | Encourage tourism players to use the WHS branding.  | ZTA, ZTB, MTA      | ZIMPARKS, NHCC, LTA, ZCT, NPW, Private Sector, VFM, LCC, NATCOM               | DECEMBER 2016 | <ul style="list-style-type: none"> <li>• WHS branding designed and circulated amongst stakeholders.</li> <li>• Branded products produced.</li> <li>• Campaign materials produced.</li> <li>• Number of tourism players using the WHS branding.</li> </ul> |  |
| l)  | Ensure joint participation in tourism fairs and symposiums as a destination.  | ZTA, ZTB           | ZIMPARKS, VFM, LCC, NHCC, MTA, LTA  | ANNUALY       | <ul style="list-style-type: none"> <li>• Number of joint symposiums and fairs organised and attended.</li> </ul>  |  |
| <b>2. Product development and diversification</b> |   |                    |   |               |   |  |
| a)  | Liaise with Government structures, private sector and international organizations regarding the training of guides (e.g. World Federation of tourist guides, UNWTO) | MOTHI, MTA         | ZIMPARKS, PRIVATE SECTOR, ZTA, VFM, LTA, NHCC, NPW, Department of chiefs, ZTB | 2016 - 2018   | <ul style="list-style-type: none"> <li>• Training needs identified.</li> <li>• Number and diversity of trainings conducted</li> <li>• Number of trained and certified guides.</li> </ul>  |  |
| b)  | Developing attractive and competitive packages  | ZTA, ZTB,          | Private sector, ZIMPARKS, VFM, MTA, LTA                                       | Dec 2016      | <ul style="list-style-type: none"> <li>• Increased length of stay.</li> <li>• Competitive rates set</li> <li>• Developed cross border packages</li> <li>• Cultural activities</li> </ul>  |  |

|    |  |                         |   |           |  |  |
|----|--|-------------------------|---|-----------|--|--|
|    |  |                         |   |           | <p>produced and listed</p> <ul style="list-style-type: none"> <li>• Cultural events organized and hosted.</li> </ul>   |  |
| c) | Fostering cross-border tourism through a favorable visa regime                                       | MOTHI, ZTB, MTA         | Dept. of Immigration (ZAM/ZIM), ZIMRA, ZRA, CHIEFS, PRIVATE SECTOR, ZTA, ZIMPARKS,                  | Dec 2018  | <ul style="list-style-type: none"> <li>• UNIVISA regime sustained and expanded</li> <li>• Cross border products developed.</li> <li>• Number of cultural exchange programmes</li> </ul>  |  |
| d) | In-house and customer care training (destination excellence approach, world class welcoming and OUV) | ZTA ,ZIMPARKS, MTA, ZTB | LAKE NAVIGATION, UZ, Professional Hunters and Guides Association of Zimbabwe, LTA, HTTIT, NPW, NHCC | Ongoing   | <ul style="list-style-type: none"> <li>• Number and quality of trainings conducted</li> <li>• Number of people trained and certified</li> <li>• Improved positive feedback from clients</li> </ul>                                   |  |
| e) | Promote quality and high value tourism products  | ZTA, MTA                | CAAZ, VFM, ZIMPARKS, PRIVATE SECTOR (HAZ,ZCT), NHCC, ZTB, NPW, LCC                                  | 2016-2025 | <ul style="list-style-type: none"> <li>• Number of products upgraded</li> <li>• Bench mark missions conducted</li> <li>• Standards implementation and enforcement</li> <li>• Compliance, audit and Inspections conducted.</li> </ul> |  |
| f) | Ensure sustainable and environmentally friendly products   | ZTA , MTA               | EMA ,ZEMA,VFM, Environment Africa and other NGOs, ZIMPARKS, NHCC, NPW, LCC, ZABS                    | 2016-2025 | <ul style="list-style-type: none"> <li>• Compliance, audit and Inspections conducted.</li> <li>• Environmentally friendly products developed.</li> </ul>   |  |

|  |   |                            |  |           |  |                 |
|--|---|----------------------------|--|-----------|--|-----------------|
|  |   |                            |  |           | <ul style="list-style-type: none"> <li>Evaluation and monitoring activities conducted.</li> </ul>  |                 |
| <b>3. Tourism sector supporting the conservation and management of the World Heritage Site</b> |   |                            |  |           |  |                 |
| a)   | Review and implementation of the Joint management plan. | ZIMPARKS, NHCC             | VFM,ZRP,MARKE TIERS, EMA,ZEMA, MUSEUMS, NPW, LCC, LTA, MTA, NMB            | JUNE 2016 | <ul style="list-style-type: none"> <li>Management plan reviewed and aligned to the tourism strategy plan and implemented.</li> </ul>   |                 |
| b)   | Establish a Destination Management structure            | ZTA, MTA                   | ZRP,MARKETIERS ,EMA,ZEMA,ZIM PARKS,MUSEUM S, VFM, ZTB, NHCC, LCC, LTA, NMB | JUNE 2016 | <ul style="list-style-type: none"> <li>Destination management structure setup</li> </ul>   | Human resources |
| <b>4. Community engagement, beneficiation and capacity building</b>                            |   |                            |  |           |  |                 |
| a)   | Consultation with community (cultural sensitivity)      | VFM, MTA, MOCTA, ZIMPARKS, | NHCC, Dept. of Chiefs and Traditional Affairs, ZTA, HRDC                   | Dec 2016  | <ul style="list-style-type: none"> <li>Number of consultation meetings organised.</li> <li>Number of cultural exchange programmes conducted.</li> <li>Number of awareness campaigns conducted.</li> <li>Cultural campaign materials produced.</li> </ul> |                 |
| b)   | Develop community tourism – support villages            | ZTA, MTA, ZIMPARKS, NPW    | RDC, NGOs, MUSEUMS, ZTB, NHCC, LTA, Community                              | Dec 2016  | <ul style="list-style-type: none"> <li>Number of community tourism projects established.</li> <li>Number of tourism capacity building workshops for communities</li> </ul>   |                 |

|    |   |                           |   |            |   |  |
|----|---|---------------------------|---|------------|---|--|
|    |   |                           |   |            | <p>and vulnerable groups.</p> <ul style="list-style-type: none"> <li>• Number of local people directly benefiting from community tourism.</li> <li>• Number of visitors supporting community projects</li> </ul>                                    |  |
| c) | Educational programmes in schools and in the media to raise sustainable tourism awareness.                    | ZTA, ZTB, NHCC, ZIMPARKS, | VFM, NGOs, MOGE, Ministry of Education (schools), ZIM/ZAM, local media, NPW         | June 2016  | <ul style="list-style-type: none"> <li>• Number of TV and Radio educational programmes produced.</li> <li>• Number of educational programmes conducted in schools.</li> <li>• Number of collaborative activities with schools</li> </ul>            |  |
| d) | Increase the level of participation of stakeholders and local communities in the WHS.                         | NHCC, ZIMPARKS, NPW,      | VFM, Community (youth organizations, chiefdoms, NGOs, schools, etc.), LTA, LCC, NMB | 2016 -2025 | <ul style="list-style-type: none"> <li>• Number of stakeholder and community meetings held.</li> <li>• Capacity building programmes for local communities</li> <li>• Number of activities held by the stakeholders /community in the WHS</li> </ul> |  |
| e) | Develop and support (financial and logistical) sustainable alternative livelihood initiatives for communities | VFM, NHCC, LTA            | LCC, ZIMPARKS, NATCOM, MOCTA, HAZ   | June 2016  | <ul style="list-style-type: none"> <li>• Markets established.</li> <li>• Research activities carried out.</li> <li>• Improved support for</li> </ul>  |  |

|   |   |                     |  |           |  |  |
|---|---|---------------------|--|-----------|--|--|
|   |   |                     |  |           | community projects. <ul style="list-style-type: none"> <li>• Potential sources of support identified and piloted in communities.</li> <li>• Number of supply Chain linkages created</li> </ul> |  |
| <b>5. Developing new models for attracting investment and funding</b> |   |                     |  |           |  |  |
| a)  | Request funding: WH UNESCO Fund 5K (X2) for communication and AWHF                  | NATCOM ZIM/ZAM, ZTA | NHCC, ZIMPARKS, ZTA, VFM, ZTB, LCC, MTA  | 2016-2025 | <ul style="list-style-type: none"> <li>• Number of communication material produced (leaflets, posters, brochures, etc.)</li> </ul>   |  |
| b)  | Fundraise for conservation from tourism and businesses                              | NHCC, ZIMPARKS      | VFM, LCC, ZTB, ZTA, Private sector   | 2016-2025 | <ul style="list-style-type: none"> <li>• Increase number of conservation activities</li> <li>• Funds and resources mobilised.</li> </ul>   |  |
| c)  | Incentivize private and public sector investment in quality and sustainable tourism | VFM, MOTHI, MTA     | ZTA ,ZIMPARKS ,ZIMRA ,EMA,MINISTRY OF FINANCE ,DONORS AND PARTNERS, NPW, MOCTA, ZDA, LTA, NHCC | 2020      | <ul style="list-style-type: none"> <li>• Investment compatible policies developed e.g. tax holidays</li> <li>• Government support received / secured</li> </ul>                                |  |

## 2. Priorities of the strategic actions

During the action planning, the participants discussed and debated on the main issues to be addressed for the period of the Strategy (2016-2025). The final issues were:

- 2.1 Improve Marketing and communication
- 2.2 Product development and diversification
- 2.3 Tourism sector supporting the conservation and management of the World Heritage Site
- 2.4 Community engagement, beneficiation and capacity building
- 2.5 Developing new models for attracting investment and funding

The participants were requested to fill in an evaluation form in order to evaluate the project and to have more information about its impacts.

## D. WAY FORWARD

Over the next few months the participants will be further finalizing the Tourism Strategy for the destination, to be formalized for mid-January 2016. This will be developed holistically for the whole destination led by the co-chairpersons. A joint action working plan for the follow-up activities was created to guide the final development of the strategy. See below for the action plan.

**Aim:** To finalize tourism strategy for the destination

| Activity  | Responsible person   | Deadline  | Remarks  |
|---|--|---|--|
| Circulate draft report for workshop   | Nony Andriamirado  | 15 <sup>th</sup> October 2015                                   | Comments to be received within 5 days and finalized by 20 <sup>th</sup> October 2015 |
| -Send the draft to Co-chairpersons and secretaries<br>-Draft strategy and completed circulation   | Nony A.,<br>Co-chairpersons,<br>vice-chairpersons<br>and secretaries | 12 <sup>th</sup> October 2015<br>12 <sup>th</sup> November 2015 | In consultation with all participants  |
| Present draft to superiors  | Co-chairpersons<br>and participants                                  | November 2015   | (1 month and half)   |
| -Draft strategy commented on and agreed by superiors<br>-Draft circulated to stakeholders   |  | December 2015<br>Mid December 2015(2 weeks)                     | (1 month and half)   |
| -Consolidate stakeholders inputs into the draft<br>-Circulate to superiors for approval<br>-Finalized version of the strategy<br>-Produce the finalized version | Co-chairpersons<br>Secretaries                                       | Mid December 2015   | All comments incorporated  |
| Venue for signing the strategy  | Co-chairpersons<br>and vice-chairpersons                             | Mid-January 2016  | List of persons to sign the final documents (Permanent secretaries)                  |

While developing the action planning, the participants faced the difficulty meeting together as a group and requested UNESCO and AWHF to assist in the consolidation the draft Strategy and to give recommendations for improvement and implementation. The national teams further requested assistance from UNESCO and AWHF concerning Private sector involvement and the setting up the structure to gather the two countries.

## E. CONCLUSION

The workshop successfully brought together the two national groups to review and complete the action planning started in the first and second phase of the project. Clear challenges and opportunities were highlighted and the priorities of actions have been further defined to address the main issues for the Mosi-oa-Tunya / Victoria Falls World Heritage Site, and to develop a destination.

The workshop resulted in a draft strategy with a clear action planning for 2025 and a concise road map to finalise the strategy.

## F. ACKNOWLEDGMENTS

We would like to thank the State Parties of Zambia and Zimbabwe for participating in the project, in particular the participants for their active involvement and enthusiasm in working towards a tourism strategy. Further we would like to thank the National Heritage Conservation Commission and the Livingstone Municipality for welcoming the participants and hosting the workshop in Livingstone. Special acknowledgments to the UNESCO World Heritage Centre, the African World Heritage Fund and the UNESCO MSRO Harare for providing coordination and resources for the project. Further we thank the financial contributors to this project, the Flanders Government and the IRIS Foundation for providing the much needed financial resources for the implementation of this project.



**Participants during the Specialized workshop 06-07th October 2015, Livingstone, Zambia**

## G. APPENDICES

### a. Daily programme

| Project: Testing the How To Guides in the Destination Management field in 4 Africa Nature sites |  |  |
|---|--|--|
| <b>DAILY PROGRAMME</b>  |  |  |
| Activity: Specialized workshop  |  |  |
| Venue: Mosi-oa-Tunya/Victoria Falls World Heritage Site   |  |  |
| Date: 06-07th October 2015  |  |  |
| <b>DAY 1: Tuesday 06 October</b>  |  |  |
| Venue: Protea Hotel, Livingstone  |  |  |
| <b>SESSION 1: Opening and Reviewing</b>   |  |  |
| <i>Time</i>   | <i>Item</i>  | <i>Comments</i>                                |
| 09:00-09:30   | -Introductory remarks<br>-Recap on Overall goals, Governance, Strategy Development and action planning process for the destination | UNESCO/AWHF<br>Peter Debrine                   |
| 09:30-10:00   | -Review of results of 2 last workshops   | AWHF   |
| <b>SESSION 2: Action Planning</b>   |  |  |
| 10:00-10:30   | -Discussion on how to proceed<br>-Group work on action planning  | Chairs and vice chairs<br>All participants     |
| <b>Coffee/Tea break 10:30-11:00</b>   |  |  |
| 11:00-13:00   | -Group work on action planning   | All participants                               |
| <b>Lunch 13:00-14:00</b>  |  |  |
| 14:00-15:30   | -Refining the action planning from group work<br>-Discussion   | All participants                               |
| <b>Coffee/Tea break 15:30-16:00</b>   |  |  |
| 16:00-17:00   | -Refining the action planning from group work<br>-Discussion   | All participants                               |
| <b>DAY 2: Wednesday 07 October</b>  |  |  |
| <b>SESSION 3: Finalizing the action planning</b>  |  |  |
| 09:00-10:30   | -Remarks for the future action<br>-Refining the action planning from group work<br>-Discussion                                     | Peter Debrine<br>All participants              |
| <b>Coffee/Tea break 10:30-11:00</b>   |  |  |
| 11:00-13:00   | -Finalizing the action planning of the strategy  | All participants                               |
| <b>Lunch 13:00-14:00</b>  |  |  |
| 14:00-15:30   | -Defining the priorities in the action planning of the strategy<br>-Discussion   | Chairs and vice chairs                         |
| <b>Coffee/Tea break 15:30-15:45</b>   |  |  |
| <b>SESSION 4: Way forward and closing</b>   |  |  |
| 15:45-17:15   | -Discussion on the way forward<br>-Closing of the workshop, thanks words   | All participants<br>Representative of the NHCC |

## b. List of participants

**Project: Testing the How To Guides in the Destination Management field in 4 Africa Nature sites**

| LIST OF PARTICIPANTS   |                              |   |                 |  |
|--|------------------------------|---|-----------------|--|
| <b>Activity:</b> Specialized workshop                          |                              |   |                 |  |
| <b>Venue:</b> Mosi-oa-Tunya/Victoria Falls World Heritage Site |                              |   |                 |  |
| <b>Date:</b> 06-07th October 2015                              |                              |   |                 |  |
| NAME   | AFFILIATION                  | COUNTRY   | CONTACT DETAILS |  |
| <i>Workshop participants</i>                                   |                              |   |                 |  |
| 1  | Ms. Musawa Musonda Hamusonde | Ecologist - Southwest Region<br>National Heritage Conservation Commission   | Zambia          | musmus7703@yahoo.com<br>+260977710923  |
| 2  | Mr. Muyumbwa Ndiyoi          | Chief Natural Heritage Officer<br>National Heritage Conservation Commission | Zambia          | ndiyoi@yahoo.co.uk<br>+260975112523  |
| 3  | Mr. Stanley Lukonga          | National Heritage Conservation Commission                                   | Zambia          | stanleylukonga@yahoo.com   |
| 4  | Ms. Deborah Amutike          | National Heritage Conservation Commission                                   | Zambia          | deborahamutike@yahoo.com   |
| 5  | Mr. Wasamunu Kaluwe          | Ministry of Tourism   | Zambia          | kwasamunu@gmail.com  |
| 6  | Mr. Nanda Joel Dekeleti      | Town planner<br>Livingstone   | Zambia          | nandasj90@gmail.com  |
| 7  | Ms. Perrice Nkombwe          | Livingstone Museum  | Zambia          | perricenkombwe@yahoo.com<br>+260 971 011 724   |
| 8  | Ms. Hilda M. Sinywibulula    | Senior Programme officer<br>National Commission to UNESCO                   | Zambia          | hmmilumbe@gmail.com<br>+260211254340<br>+260977438412  |
| 9  | Mr. Hachamuna Moscal         | Programme Officer<br>Livingstone Tourism Association                        | Zambia          | mhachamuna@gmail.com<br>lta@livingstonetourism.com<br>+260 977478668/<br>953301891/968417891 |
| 10   | Ms. Tsikadzashe Mberi        | Regional Manager for<br>Victoria Falls                                      | Zimbabwe        | tsika@ztazim.co.zw<br>tsikamb@gmail.com  |

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|---------------------------------------|-----------------------------|--|--------------------|---|
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| 11                                    | Mr. Tawandah Munambah       | Planning and Tourism Manager, Zimbabwe Tourism                             | Zimbabwe           | tawanda@ztazim.co.zw;<br>tmunamba@yahoo.com;                            |
| 12                                    | Mr. Tinaapi Hilary Madiri   | Victoria Falls Maletsi Complex   | Zimbabwe           | hilarymadiri@yahoo.com<br>+263 773 289 298                              |
| 13                                    | Mr. Fanuel Nleya            | Zambezi/Victoria Falls National Parks Extension and Interpretation Ranger  | Zimbabwe           | fanuelnleya82@gmail.com<br>+263775728270                                |
| 14                                    | Ms. Mercy Maganga           | Victoria Falls (Zambezi National Parks)                                    | Zimbabwe           | mercymaganga190@gmail.com<br>0772320491                                 |
| 15                                    | Ms. Diana Sitotombe         | Victoria Falls Zimbabwe Tourism Authority                                  | Zimbabwe           | dianasitotombe@gmail.com<br>diana@ztazim.co.zw<br>+263 712 545 130      |
| 16                                    | Mr. Lot Mumpandé            | Director Housing and Community services Vic Falls Municipality             | Zimbabwe           | lmumpande@vfm.co.zw<br>+263 13 42298                                    |
| 17                                    | Ms. Ntombizami Ncube        | Town Planner Victoria Falls Municipality                                   | Zimbabwe           | nncube@vfm.co.zw/<br>vfmplanner@gmail.com<br>+26377405091/ 2631343531-3 |
| 18                                    | Mr. Bunhiko Rodney Tinashe  | Volunteer on Sustainable Tourism and Community                             | UNESCO Harare MSRO |   |
| <b>Coordination and Resource team</b> |                             |  |                    |   |
| 19                                    | Mr. Peter Debrine           | Senior Project Officer of Sustainable Tourism UNESCO World Heritage Centre | France             | <a href="mailto:p.debrine@unesco.org">p.debrine@unesco.org</a>          |
| 20                                    | Mrs. Yvette Kaboza          | Culture Officer, UNESCO Multisectoral Regional office Harare               | Zimbabwe           | <a href="mailto:y.kaboza@unesco.org">y.kaboza@unesco.org</a>            |
| 21                                    | Ms. Andriamirado Nony Tiana | Programme Officer African World Heritage Fund                              | South Africa       | <a href="mailto:NonyA@dbsa.org">NonyA@dbsa.org</a>                      |
| 22                                    | Ms. Ntomboxolo Mgijima      | Programme Officer African World Heritage Fund                              | South Africa       | <a href="mailto:NtomboM@dbsa.org">NtomboM@dbsa.org</a>                  |