World Heritage and Sustainable Tourism

SUSTAINABLE TOURISM CAPACITY BUILDING IN 4 AFRICAN WORLD HERITAGE DESTINATIONS

Follow-up workshop

Livingstone, 11-12 June 2015

Mosi-oa-Tunya / Victoria Falls 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 travelers. 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 initiation workshop was undertaken from the 22-24th January 2015.

5. **Follow-up Workshop 11-12th June 2015**

The follow-up workshop took place in Livingstone with the Mosi-oa-Tunya / Victoria Falls World Heritage Site from the 11-12th June 2015. The aim of the follow-up workshop was to consolidate the preparatory work; focus on developing a detailed strategy for sustainable tourism management; develop a governance structure in order to implement the strategy; and to identify practical initiatives and longer term planning on core issues. 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 consolidating the work started in the initiation workshop and further developing the sustainable tourism strategies. The workshop took place at the New Fairmount Hotel in Livingstone, Zambia from the 11-12th June 2015. See appendix (a) for the programme.

2. Workshop participants

Twenty one participants attended the meeting, eleven from Zimbabwe and ten from Zambia, of which ten were female and eleven were male. The coordination and resource team consisted of: Programme Specialists from the World Heritage Centre Paris; the African World Heritage Fund, and; a UNESCO sustainable tourism expert. See appendix (b) for participant list.

3. Proceedings- 11-12th June 2015

3.1 Session 1: Opening and introduction

The workshop opened on the 11th June with a brief welcome and introduction by all participants, some of which were new to the process and had not participated in the first phase of the project. This was followed by a recap presentation on the sustainable tourism programme and steps of the project. The concept of destination was emphasised 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. 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.

3.2 The presentation also recapped the concept of sustainable tourism, the sustainable tourism toolkit and a destination management approach. The participants were introduced to the Pinterest Board ‘UNESCO World Heritage and Sustainable Tourism’ which provides good case studies for each guide from around the world.

3.3 Session 2: Review of Progress

The proceedings and results of the initiation workshop held from 22-24th January were reviewed, in particular highlighting the key results consisting of the swot analysis, the 4 strategic objectives, the 19 actions and the action plans for each respective side (refer to initiation workshop report for full details). Each country then presented on the progress since the initiation workshops. The
participants were not able to complete some of the actions, mainly due to the inability to meet as a group. However, consultations with more stakeholders revealed additional objectives and actions for the strategy. Discussions among participants revealed the need to format the strategy and complete enough of the foundation group work during the workshop to facilitate the follow-up stage. It was also stressed that they needed to take advantage of the opportunity of being together to advance as much as possible to limit the need for follow-up group work.

3.4 **Session 3: Strategy Development**

The case study of the Wadden Sea tourism strategy was presented as a template to help guide the creation of the strategy for the Mosi-oa-Tunya /Victoria Falls World Heritage Destination. The Wadden Sea is a transboundary World Heritage Site connecting Germany, the Netherlands and Denmark. The three countries jointly created their sustainable tourism strategy. The Zambian and Zimbabwean participants agreed on using the case study to create a template for their strategy focusing on the following main points:

1. Vision
2. Introduction
3. Key statistics
4. Outstanding Universal Value of World Heritage Site
5. SWOT analysis
6. Strategic priorities
7. Strategic actions
8. Stakeholders
9. Governance
10. Action Planning for Strategy
11. Way forward
12. Outreach and buy in
13. Statement of collective commitment
14. Signatures

Many elements for the strategy were completed during the initiation and follow-up stages, such as the introduction, SWOT analysis, strategic priorities, strategic actions, and the list of stakeholders. The participants decided to set the plan for 10 years from 2015-2025.

3.5 Each country had created a vision for the strategy during the follow-up phase and it was decided to recreate a joint vision focusing on 10 years. The participants divided into two groups consisting of a mixture of both countries to draft new visions. The groups developed very similar visions, one slightly more detailed than the other. It was decided to use the more detailed version which was followed by a lengthy debate on whether to utilise the term ‘eco-tourism’, ‘sustainable tourism’ or ‘responsible tourism’.

3.6 The 4 strategic priorities and 19 actions developed during the initiation workshop were reviewed as well as the new actions highlighted by both countries after consultations with stakeholders during
the follow-up phase. A new strategic priority was identified and each new revised action was assigned to one of the 5 strategic priorities. This discussion carried on till the following morning of the 12th June.

3.7 World Heritage Properties are listed on the UNESCO World Heritage List because they are considered to have Outstanding Universal Value (OUV). OUV refers to the outstanding values of the site that make it valuable not only to the specific country in which they are located but to mankind as a whole. Their protection and conservation is therefore important to the whole world. The outstanding universal value of a World Heritage site is not often known by heritage and tourism practitioners working around the site. The official version is often long and complicated. The participants were all provided with a copy of the OUV of Mosi-oa-Tunya / Victoria Falls World Heritage Site (see appendix c) and divided into 4 groups. Each group reviewed the OUV and rephrased it into a short explanation that highlighted the key values. Their aim was to create a more tourist friendly version that could easily market the destination and be provided to all stakeholders in the tourism industry from hotel receptionists to taxi drivers. Of the 4 versions, a winner was chosen to be utilised in the strategy.

3.8 Governance of the strategy is a key issue to ensure not only ownership but also implementation of the strategy. It is generally recommended that destinations create a destination management organisation to manage and implement destination tourism strategies. The institutional framework for the management of the Mosi-oa-Tunya World Heritage property is at three levels: Joint Ministerial, Joint Technical and Joint Site Management Committees. These committees meet at various intervals throughout a year to jointly discuss issues. The committees consist of a variety of stakeholders, many of whom are participants in this current project on sustainable tourism. It was suggested and agreed upon by participants to create a new joint sub-committee on tourism within the institutional framework that already exists. The committee would meet twice a year. A Terms of Reference will need to be developed to guide the committee. The participants elected a co-chairperson from each country, as well as vice-chairpersons and secretaries. The co-chairpersons are now responsible for ensuring the finalisation of the strategies.

3.9 The last item of the strategy development session focused on action planning for the strategy. This item was led by the co-chairpersons. This involved looking at the 5 priorities and their actions and deciding: the time frame for each action within the 10 year strategy; who would be responsible; the stakeholders to be consulted; the success indicators, and; the resources needed. The participants tackled a few actions which involved lengthy discussions on which institutions should be responsible at various levels. There was not enough time to finish the action plan but the process was established and was clear for the co-chairpersons who would take the process forward.

3.10 Session 4: Way Forward and Closing
The last step in the process involved discussing the desired outcome by the end of the project, in particular how far the participants wished to be by the third workshop in September 2015. The
participants decided to finalise the plan in the next few months and push for an official signing for the third workshop. A deadline schedule was drafted and the co-chairpersons confirmed that they would lead the process. The workshop was closed with words from each participant on the process of the project.

C. WORKSHOP RESULTS

1. **Vision**
   The final vision was agreed as follows:

   “Mosi-oa-Tunya / Victoria Falls to emerge as the leading sustainable tourism and heritage destination in the world with an appreciation of the outstanding universal values by 2025”

2. **Outstanding universal value of the World Heritage Site**
   The winning description of the OUV is as follows:

   Where in the world can you find a rainbow without rainfall? Where in the world can you see a rainbow in the night? It’s only found in the Mosi-oa-tunya/Victoria Falls WHS which lies on the fourth largest river in Africa, the Zambezi River which forms the boundary between Zimbabwe and Zambia.
   The Mosi-oa-tunya/ Victoria Falls stands at an altitude of 915m above sea level and spans about 1708m wide and an average depth of 100m forming the greatest sheet of falling water in the world. The basalts which form the geology have been cut by the river system producing a series of 8 spectacular gorges that serve as breeding sites for four species of endangered birds including the Black Eagle and Taita Falcon.

3. **Strategic priorities**
   1. Marketing and communication
   2. Community engagement and beneficiation
   3. Developing new models for attracting investment and funding
   4. Product development and diversification
   5. Tourism sector supporting the conservation and management of the World Heritage Site

4. **Strategic actions**
   1. Marketing and communication
      a) Improved communication of destination (key messages);
      b) Use People Protecting Places and other available platforms for PR/marketing;
      c) ICT training/support;
d) Consultation Critical – especially on public/private communication marketing;
e) Creation of a Destination specific website;
f) Communicate areas of cultural sensitivity to visitors;
g) Develop a responsible destination code of conduct (community, operators and visitors);
h) Press tours targeted at emerging markets;
i) Establish mechanisms for constant networking with key stakeholders on opportunities (e.g. UNESCO, AWHF, UNWTO);
j) Communicate off peak visits and diversity of the package;
k) Campaigns in the national and online communicational channels and print media;
l) Encourage tour operators to use the World Heritage Site logo in their branding;
m) Ensure joint participation in tourism symposiums and indabas as a destination.

2. Community engagement, beneficiation and capacity building
a) Consultation with community (cultural sensitivity);
b) Develop community tourism – support villagers;
c) Educational programmes in schools and in the media to raise awareness;
d) Increase the level of participation of stakeholders and local communities in the World Heritage Site;
e) Investigate other sources of financial and logistical support to the local communities;
f) Encourage more support for small enterprises from the government;
g) Creating Supply Chain Linkages.

3. Developing new models for attracting investment and funding
a) Potential funding: WH UNESCO Fund 5K (X2) for communication and AWHF;
b) Fundraise for conservation from tourism and businesses;
c) Incentivize private and public sector investment in quality and sustainability;
d) Develop relevant proposals for donors.

4. Product development and diversification
a) Liaise with Government structures, private sector and international organisations regarding the training of guides (e.g. World Federation of tourist guides, UNWTO);
b) Simple plan for growth of numbers in destination;
c) Communicate with private sector and other stakeholders on growth potential;
d) Develop and diversify off season packages;
e) Develop longer and more interesting itineraries including a range of venues and events;
f) Develop a must do cultural list;
g) Encouraging cross-border tourism and a favourable visa regime;
h) Involve local communities in product-development;
i) In-house and customer care training (destination excellence approach, world class welcoming and OUV);
j) Focus on quality and high value where possible;
k) Quality control;
l) Ensure sustainable and environmentally friendly products.

5. Tourism sector supporting the conservation and management of the World Heritage Site
   a) Finalisation and implementation of the Joint management plan with specific reference to each other;
   b) Establish a Destination Management Organisation.

5. Governance

The participants elected the following co-chairpersons, vice-chairpersons and secretaries.

Co-chairpersons: Ms. Tsikadzashe Mberi (Zimbabwe) and Ms. Musawa Musonda Hamusonde (Zambia)
Vice-chairpersons: Mr. Lot Mumpandé (Zimbabwe) and Mr. Hachamuna Moscal (Zambia)
Secretaries: Ms. Mercy Maganga (Zimbabwe) and Mr. Wasamunu Kaluwe (Zambia)

D. WAY FORWARD

Over the next few months the participants will be further developing and finalizing the tourism strategy for the destination, to be completed by the third workshop planned for September 2015. This will be developed holistically for the whole destination lead by the co-chairpersons. The sustainable tourism toolkit will be the key tool during this phase, in particular guides 1-4, to assist in the development of the strategy. A joint action working plan for the follow-up phase was created to guide the final development of the strategy. See below for the action plan.

Aim: To finalize tourism strategy for the destination

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>RESPONSIBLE PERSON</th>
<th>DEADLINE</th>
<th>REMARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Circulate draft report for workshop</td>
<td>Pamela Mac Quilkan</td>
<td>15th June 2015</td>
<td>Comments to be received within 5 days and finalized by 19th June 2015</td>
</tr>
<tr>
<td>• Draft ready and completed circulation</td>
<td>Co-chairpersons, vice-chairpersons and secretaries</td>
<td>12th July 2015</td>
<td>In consultation with all participants</td>
</tr>
<tr>
<td>• Present draft to superiors</td>
<td>Co-chairpersons and participants</td>
<td>12th-26th July 2015</td>
<td></td>
</tr>
<tr>
<td>• Draft strategy commented on and agreed by superiors</td>
<td>Co-chairpersons and participants</td>
<td>26th July 2015</td>
<td></td>
</tr>
<tr>
<td>• Final draft</td>
<td>Co-chairpersons</td>
<td>14th August 2015</td>
<td>-All comments incorporated</td>
</tr>
<tr>
<td>• List of persons to sign the final documents (Permanent secretaries)</td>
<td>Co-chairpersons and vice-chairpersons</td>
<td>14th August 2015</td>
<td></td>
</tr>
</tbody>
</table>
**E. CONCLUSION**

The workshop successfully brought together the two national groups to review and consolidate the progress and work started in the first phase of the project. Clear challenges and opportunities were highlighted and the strategic priorities and actions were reviewed to take into account the consultations with stakeholders. 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 draft strategy with a clear vision for 2025 and key marketing messages based on the outstanding universal value of the site. A governance structure was established by the participants which will ensure the finalization and implementation of the ten year 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 expert, Mr. James Rebanks 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.
## G. APPENDICES

### a. Daily programme

#### DAY 1: Thursday 11 June

Venue: New Fairmount Hotel, Livingstone

<table>
<thead>
<tr>
<th>SESSION 1: Opening and Introduction</th>
<th>Time</th>
<th>Item</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00-09:30</td>
<td>-</td>
<td>Introductory remarks</td>
<td>UNESCO/AWHF</td>
</tr>
<tr>
<td>09:30-10:00</td>
<td>-</td>
<td>Recap on How to Guides and Sustainable Tourism programme</td>
<td>PD &amp; JR</td>
</tr>
</tbody>
</table>

**SESSION 2: Progress review**

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00-10:30</td>
<td>-Review of results of initiation workshop</td>
<td>PM</td>
</tr>
</tbody>
</table>

**Coffee/Tea break 10:30-11:00**

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:00-11:30</td>
<td>-Presentation by Zambia and Zimbabwe on progress</td>
<td>All participants</td>
</tr>
<tr>
<td>11:30-12:00</td>
<td>-Discussion</td>
<td>All participants</td>
</tr>
</tbody>
</table>

**SESSION 3: Strategy Development**

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:00-12:30</td>
<td>-Wadden Sea strategy- case study</td>
<td>JR</td>
</tr>
<tr>
<td>12:30-13:00</td>
<td>-Group work - Vision</td>
<td></td>
</tr>
</tbody>
</table>

**Lunch 13:00-14:00**

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>14:00-15:00</td>
<td>-Group presentations -Discussion – refining vision</td>
<td>All participants</td>
</tr>
<tr>
<td>15:00-15:30</td>
<td>-Reviewing and refining strategic objectives and actions</td>
<td>All participants</td>
</tr>
</tbody>
</table>

**Coffee/Tea break 15:30-16:00**

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>16:00-17:00</td>
<td>-Reviewing and refining strategic objectives and actions</td>
<td>All participants</td>
</tr>
</tbody>
</table>

#### DAY 2: Friday 12 June

**SESSION 3: Strategy Development continued**

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00-10:30</td>
<td>-Reviewing and refining strategic objectives and actions</td>
<td>All participants</td>
</tr>
</tbody>
</table>

**Coffee/Tea break 10:30-11:00**

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:00-12:00</td>
<td>-Group work -OUV</td>
<td>All participants</td>
</tr>
<tr>
<td>12:00-12:30</td>
<td>-Group presentations -OUV</td>
<td>4 groups</td>
</tr>
<tr>
<td>12:30-13:00</td>
<td>-Governance -Discussion</td>
<td>All participants</td>
</tr>
</tbody>
</table>

**Lunch 13:00-14:00**

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>14:00-15:30</td>
<td>-Strategy action planning</td>
<td>All participants</td>
</tr>
</tbody>
</table>

**Coffee/Tea break 15:30-16:00**

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>15:30-16:00</td>
<td>-Strategy action planning cont’d</td>
<td>All participants</td>
</tr>
</tbody>
</table>

**SESSION 4: Way Forward and closing**

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>16:00-16:30</td>
<td>-Discussion on way forward and third workshop</td>
<td>All participants</td>
</tr>
<tr>
<td>16:30-17:00</td>
<td>-Closing of workshop</td>
<td>All participants</td>
</tr>
</tbody>
</table>
b. List of participants

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

<table>
<thead>
<tr>
<th>NAME</th>
<th>AFFILIATION</th>
<th>COUNTRY</th>
<th>CONTACT DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workshop participants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Ms. Musawa Musonda Hamusonde</td>
<td>Ecologist - Southwest Region National Heritage Conservation Commission</td>
<td>Zambia</td>
<td><a href="mailto:musmus7703@yahoo.com">musmus7703@yahoo.com</a></td>
</tr>
<tr>
<td>2 Mr. Muyumbwa Ndiyoi</td>
<td>Chief Natural Heritage Officer National Heritage Conservation Commission</td>
<td>Zambia</td>
<td><a href="mailto:ndiyoi@yahoo.co.uk">ndiyoi@yahoo.co.uk</a></td>
</tr>
<tr>
<td>3 Mr. John Chilufya</td>
<td>National Heritage Conservation Commission</td>
<td>Zambia</td>
<td><a href="mailto:Johnkchilufya@gmail.com">Johnkchilufya@gmail.com</a></td>
</tr>
<tr>
<td>4 Mr. Stanley Lukonga</td>
<td>National Heritage Conservation Commission</td>
<td>Zambia</td>
<td><a href="mailto:stanleylukonga@yahoo.com">stanleylukonga@yahoo.com</a></td>
</tr>
<tr>
<td>5 Ms. Debora Amutike</td>
<td>National Heritage Conservation Commission</td>
<td>Zambia</td>
<td><a href="mailto:deborahamutike@yahoo.com">deborahamutike@yahoo.com</a></td>
</tr>
<tr>
<td>6 Mr. Wasamunu Kaluwe</td>
<td>Regional Tourism Development and Research Officer (South-West Region) Ministry of Tourism</td>
<td>Zambia</td>
<td><a href="mailto:kwasamunu@gmail.com">kwasamunu@gmail.com</a></td>
</tr>
<tr>
<td>7 Ms. Tozya Mtawah Jengajenga</td>
<td>Town planner Livingstone</td>
<td>Zambia</td>
<td><a href="mailto:tozyam@yahoo.com">tozyam@yahoo.com</a></td>
</tr>
<tr>
<td>8 Ms. Perrice Nkombwe</td>
<td>Livingstone Museum</td>
<td>Zambia</td>
<td><a href="mailto:perricenkombwe@yahoo.com">perricenkombwe@yahoo.com</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+260 971 011 724</td>
</tr>
<tr>
<td>9 Ms Hilda M. Sinywibulula</td>
<td>Senior Programme officer National Commission to UNESCO</td>
<td>Zambia</td>
<td><a href="mailto:hmmilumbe@gmail.com">hmmilumbe@gmail.com</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+260211254340</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+260977438412</td>
</tr>
<tr>
<td>10 Mr. Hachamuna Moscal</td>
<td>Programme Officer Livingstone Tourism Association</td>
<td>Zambia</td>
<td><a href="mailto:mhachamuna@gmail.com">mhachamuna@gmail.com</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><a href="mailto:lta@livingstonetourism.com">lta@livingstonetourism.com</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+260 977478668/953301891/968417891</td>
</tr>
<tr>
<td>11 Mr. Munyika Tawanda</td>
<td>Principal Tourism Officer responsible for Research, Policy Planning and Development</td>
<td>Zimbabwe</td>
<td><a href="mailto:tmunyika@gmail.com">tmunyika@gmail.com</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><a href="mailto:tmunyika@tourism.gov.zw">tmunyika@tourism.gov.zw</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+263 712 509 310</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+236 775 657 538</td>
</tr>
<tr>
<td>12 Ms. Tsikadzashe Mberi</td>
<td>Regional Manager for Victoria Falls Zimbabwe Tourism Authority</td>
<td>Zimbabwe</td>
<td><a href="mailto:tsika@ztazim.co.zw">tsika@ztazim.co.zw</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><a href="mailto:tsikamb@gmail.com">tsikamb@gmail.com</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+263 13 44380</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+263 774 027 246</td>
</tr>
<tr>
<td>13 Mr. Tawanda Munamba's</td>
<td>Planning and Tourism Manager, Zimbabwe Tourism</td>
<td>Zimbabwe</td>
<td><a href="mailto:tawanda@ztazim.co.zw">tawanda@ztazim.co.zw</a>; <a href="mailto:tmunamba@yahoo.com">tmunamba@yahoo.com</a></td>
</tr>
</tbody>
</table>
Brief Synthesis
The Mosi-oa-Tunya/Victoria Falls is the world’s greatest sheet of falling water and significant worldwide for its exceptional geological and geomorphological features and active land formation processes with outstanding beauty attributed to the falls i.e. the spray, mist and rainbows. This transboundary property extends over 6860 ha and comprises 3779 ha of the Mosi-oa-Tunya National Park (Zambia), 2340 ha of Victoria Falls National Park (Zimbabwe), 741 ha of the riverine strip of Zambezi National Park (Zimbabwe). A riverine strip of the Zambezi National Park extending 9 km west along the right bank of
the Zambezi and islands in the river are all within the Park as far as Palm and Kandahar Islands, with the Victoria Falls being one of the major attractions. The waterfall stands at an altitude of about 915 m above mean sea level (a.m.s.l.) and spans to about 1708 m wide with an average depth of 100 m and the deepest point being 108 m. Sprays from this giant waterfall can be seen from a distance of 30 km from the Lusaka road, Zambia and 50 km from Bulawayo road, Zimbabwe. Basalts have been cut by a river system producing a series of eight spectacular gorges that serve as breeding sites for four species of endangered birds. The basalts of the Victoria Falls World Heritage property are layered unlike those of the Giants Causeway World Heritage site which are vertical and columnar.

**Criterion (vii):** The Mosi-oa-Tunya/Victoria Falls is the largest curtain of falling water in the world; it is 1.708 m wide and with up to 500 million litres per minute descending at 61 m (Devil's Cataract), 83 m (Main Falls), 99 m (Rainbow Falls), 98 m (Eastern Cataract). Eight spectacular gorges of igneous origin (i.e. comprising basalts) and several islands in the core zone serve as breeding sites for four endangered and migratory bird species, such as the Taita Falcon and Black Eagle. The riverine 'rainforest' within the waterfall splash zone is a fragile ecosystem of discontinuous forest on sandy alluvium, dependent upon maintenance of abundant water and high humidity resulting from the spray plume of about 500 m (at maximum height) that can be seen from a distance of 50 km and 30 km from Bulawayo and Lusaka roads respectively. A direct frontage viewing of the falls is possible from both Zambia and Zimbabwe.

**Criterion (viii):** The Mosi-oa-Tunya/Victoria Falls and associated eight steep sided gorges have been formed through the changing waterfall positions over a geological time scale. The gorges are an outstanding example of river capture and the erosive forces of the water still continue to sculpture the hard basalts. These gorges take a zigzag course of a distance of about 150 km along the Zambezi River below the falls. Seven previous waterfalls occupied the seven gorges below the present falls, and the Devil's Cataract in Zimbabwe is the starting point for cutting back to a new waterfall. In addition, an aerial view of the falls shows possible future waterfall positions. Upstream are a spectacular series of riverine islands formed during the ongoing geological and geomorphological processes. The property is characterized by banded basalt of ancient lava flow, Kalahari sandstones and chalcedony out of which stone artefacts of *Homo habilis* dating three million years, stone tools of the middle Stone Age and weapons, adornments and digging tools of the late Stone Age that indicate occupation by hunter-gatherers.

**Integrity**

The transboundary property extends over 6,860 ha, which is considered relatively intact and adequately sized to maintain the diverse natural processes, functions and interactions including the waterfall, gorges, riverine ecosystem, breeding ground, habitat or landing base for migratory endangered bird species making it an Important Bird Area (IBA), lava flows, ancient stone artefacts and tools for hunter-gatherers. It comprises 3779 ha of the Mosi-oa-Tunya National Park (Zambia), 2340 ha of the Victoria Falls National Park (Zimbabwe), and 741 ha of the riverine strip of Zambezi National Park (Zimbabwe). The boundary includes areas of the Zambezi River upstream of the waterfall both in Zimbabwe and in Zambia. The remaining area of these protected areas is considered as the buffer zone on either side of the Zambezi River in Southern Zambia and north-western Zimbabwe. The Mosi-oa-Tunya National Park boundary follows the left bank between the Sinde River and the Songwe Gorge, bounded in the North by Dambwa Forest Reserve and the Maramba Township. On the right bank, the Victoria Falls National
Park is bounded by the river from 6 km above to 12 km below the falls and by the town of Victoria Falls on the West. Sprays from this giant waterfall can be seen from a distance of 30 km from the Lusaka road, Zambia and 50 km from Bulawayo road, Zimbabwe. The system is directly bordered by three protected areas which serve as buffering system.

**Protection and management requirements**

The property is protected under the National Heritage Conservation Act (1998) and the Zambia Wildlife Act on the Zambia part and the Zimbabwe Parks and Wildlife Act Cap. 20. 14 of 2008 (revised) on the Zimbabwean side. This principal legislation provides for legal protection of the resources within the property. The property has a well defined and buffered boundary which requires clean demarcation. It has a Joint Integrated Management Plan (JIMP) prepared in a participatory manner, approved by the State Parties in November 2007 and being implemented in a participatory manner.

The Plan addresses specifically questions of transboundary coordination, management of urban and tourism facilities and funding schemes. It is divided into three administrative zones (High, Medium and Low Ecologically Sensitive Zones), each with specific prescriptions that best protect the specific resources and values found in each zone. These are surrounded by a buffer zone, and there is a challenge to ensure support for conservation within settlements in this area that pre-date the inscription of the property on the World Heritage List.

The agreed institutional framework for the management of the property is at three levels: Joint Ministerial, Joint Technical and Joint Site Management Committees.

The property requires continued maintenance and updating of its management plan, supported by adequate staffing and provision of financial resources.

The falls being a major attraction, urban infrastructure developments, tourism facilities and services may impact the property’s integrity and therefore need to be carefully managed not to compromise the exceptional beauty and Outstanding Universal Value of the property.

Effective and continued action is also required to tackle the current and potential impacts of alien species on the property.