



World Heritage and Sustainable Tourism

SUSTAINABLE TOURISM CAPACITY BUILDING IN 4 AFRICAN WORLD HERITAGE DESTINATIONS

Initiation workshop

Karatu (Tanzania), 11–14 March 2015

Ngorongoro Conservation Area 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-oo-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.

5. Initiation Wednesday 11-14th March 2015

The fourth initiation workshop took place in Karatu, Ngorongoro Conservation Area from 11 to 14 March 2015. The Ngorongoro crater became a World Heritage site in 1979. The Ngorongoro Conservation Area spans vast expanses of highland plains, savanna, savanna woodlands and forests. Established in 1959 as a multiple land use area, with wildlife coexisting with semi-nomadic Maasai pastoralists practicing traditional livestock grazing, it includes the spectacular Ngorongoro Crater, the world's largest caldera. The property has global importance for biodiversity conservation due to the presence of globally threatened species, the density of wildlife inhabiting the area, and the annual migration of wildebeest, zebra, gazelles and other animals into the

northern plains. Extensive archaeological research has also yielded a long sequence of evidence of human evolution and human-environment dynamics, including early hominid footprints dating back 3.6 million years.

B. WORKSHOP PROCEEDINGS

1. Workshop programme

The three and a half day workshop consisted of a mixture of practical and training exercises aimed at introducing the sustainable tourism toolkit to the participants.

2. Workshop participants

25 participants attended the meeting, from the different stakeholder groups. They were supported by a coordination and resource team from the UNESCO Dar es-Salaam office (Head of the office and Planning Officer), UNESCO World Heritage Centre (Senior Project Officer and Coordinator of the UNESCO World Heritage and Sustainable Tourism Programme) and a UNESCO international sustainable tourism expert. *See appendix 2 for participant list.*

3. Proceedings- 11 -14 March 2015

- 3.1 The workshop was officially opened by the Head of the Ngorongoro Conservation Area Authority (NCAA) on the afternoon of the first day of the workshop 11th March 2015.
- 3.2 A practical site visit was conducted on the second day of the workshop with the aim of observing the tourism opportunities and activities in the destination. The site visit was guided by a checklist on Sustainable World Heritage Tourism (see appendix 3 for the checklist). The checklist provides a list of criteria regarding tourism management and its contribution to sustainable development at a World Heritage property and assists in identifying possible issues and gaps that should be addressed. The participants visited the Ngorongoro crater, a number of tourism private businesses, two lodges on the crater rim, and other facilities in the destination, visiting both public and private enterprises that provide accommodation and tourism activities.
- 3.3 Introductory presentations were provided by the resource team on the background of the programme and toolkit ("How To" Guides), and the nature of sustainable tourism. The concept of destination tourism management was introduced, as opposed to site based tourism management. A destination is the physical space in which tourists spend 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. Discussions among participants revealed the need to look at the larger destination and the full tourism experience not just conservation and wildlife tourism.
- 3.4 The next session of the workshop focused on understanding the current situation in the tourism destination and identifying strategic issues. It was identified that there is no holistic strategy for the whole destination.

3.5 The participants completed a SWOT analysis (strengths, weaknesses, opportunities and threats) of the whole destination as well as identified several key strategic issues that they believe should be addressed in the sustainable tourism strategy. The discussion of the results revealed 13 actions to be prioritised in the tourism strategy for the NCA destination. These are captured in the attached action plan developed with participants.

3.6 The last step in the process involved creating working action plan for the next few months, to allow for the participants to develop the strategic vision for the destination according to the 13 actions. The work in the coming months will be focused on developing the thinking on these actions in to an overall destination-wide tourism strategy.

C. WORKSHOP RESULTS

1. SWOT Analysis Ngorongoro Conservation Area

STRENGTHS	THREATS
<ul style="list-style-type: none"> - World Heritage - Coexistence of people and wildlife - Wildlife migration - Crater/wildlife/OUV+/People’s culture - Culture/archaeological sites - Beautiful - Local unique food and stories - Location in park network - Investment in tourism until now - Best place in world for Big 5 - Highest density of carnivores in world - Human/land/wildlife for 3.6m years - Views – largest caldera in the world - Climate – cool/mist/views - Setting for stories/wildlife - Less mosquitoes - Good lodges, etc. 	<ul style="list-style-type: none"> - Development controls poor - Crowding in crater – need to regulate - Loss of wildlife/OUV – Poaching, grazing - Waste management – sewage (regulations) - Cultural erosion - Need to shape tour itineraries - Inability to attract more than wildlife tourists - Cultural Boma (health/HIV issues) - Failure to compete/innovate/evolve - Wildlife/community conflicts - Poverty (73% illiteracy) - Unprepared for crisis - International security/terrorism/health - Illegal trafficking of illegal products (Community engagement in this) - Increased immigration to Bomas - Increasing population pressure (urbanization / land for grazing / services / modern homes) - Political context / interference – populism - Over pricing of entrance fee (abrupt increase without sufficient notice period) - Cost of holiday here (vis a vis South Africa) - Poaching and ceremonial killing of animals - Climate change – drought - Pressure to develop crater rim - Decline of Maasai – limited grazing opportunities - Invasive species – urgent action

	<ul style="list-style-type: none"> - Poor infrastructure – Undermine tourism - Through traffic - Limited natural resources – water, etc.
WEAKNESSES	OPPORTUNITIES
<ul style="list-style-type: none"> - Poor guidance on times of activities and content - Lack of diversified experiences (Culture, Geology, Community products) shortens the stay - Lack of visitor management/guidance - Tour operators ruling process - Customer care training - Capacity management skills and knowledge - Drivers/guides need to be ‘on message’ (delivering information) - Quality standards often low - International tourism focus – Domestic matters too - Community awareness of archaeology and OUV - Language of signage - More education officers needed - Road quality and safety - Low pay for local guides - Information deficit (signage, OUV, WH, Community) - Reception poor size - Expectations of community very high - Lack of transparency in PC, NCA and community - Lack of knowledge of story telling - Lack of monitoring and feedback - Poor infrastructure – small or poor quality - Seasonality – peak season high - Over commercialization of culture (need to retain authenticity) - Cultural Boma – begging, harassing - Over focus on wildlife products - Low focus on other products (community, geology, crater) - Governance (Transparency, participation) - Social services under invested at ground level - Health awareness in communities/Bomas 	<ul style="list-style-type: none"> - Develop world class facilities - Potential for growth - Educate communities - Customer Care Improvements / info - Quality improvement in Experience - Stable political environment - Monitoring – New technologies for feedback - Capacity/skills for communities - Alternative livelihood strategies - Visitor info. Centre improved - Tourism policy / national enabling - Improve infrastructure/roads - Modern communications make things possible - Empower communities - Scientific Research – new findings - Great links / partners - Great OUV+ - New accommodation outside NCA - Repeat visitors...word of mouth - Good tour operators...track record - Media can be utilized - New product development - Information provision - Location of staff outside NCA - Use UNESCO WH designation & support - Use technical & communal knowledge - Responsible Operators - NCA Commitment - Peace and security friendly - Year round destination - Proximity to other attractions - Govt support to develop tourism - Research/knowledge base - Community initiatives

2. Summary Actions from SWOT

- Develop Strategic Marketing Plan (seasonal issues; longer visitor stays, etc.)
- Community sensitization and education plan (gap analysis, livelihoods derived from tourism value chain, health/HIV issues, etc.)
- Customer Care and OUV Capacity Building (technical & Vocational Training for guides)
- High level advocacy / policy review
- Establishing indicators and monitoring framework (quality, visitor feedback)
- Tourism product diversification (ecotourism, creative industries, green industries, cultural tourism - TTB)
- Tourism Value chain development
- Information / visitors centres – Storytelling (research, including technical info)
- Tourism infrastructure development plan
- Good governance (participation, transparency, accountability)
- Greening and quality improvement plan:
 - Making facilities environment friendly
 - Standards on ‘green facilities’
 - Water, energy, waste, etc.
 - Rewards / incentives
- Develop partnership plan
- Visitor Management
- Safety and Security (Disaster Risk Management)
- Review Land Use Plan, General Management Plan

D. WAY FORWARD

Over the next few months the participants will be developing the tourism strategy/vision for the destination, to be consolidated during the second workshop planned for June 2015. 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. More specific priorities will be highlighted and targeted for the specialization workshop.

The participants developed a detailed action plan for the follow-up phase to guide the development of the strategy.

ACTION PLAN

	Outcome	Output/Result	Activities	Responsible/ Partners	Resource/ Organisations
1	A Strategic Tourism Marketing Plan for NCA in place for 2016 – 2020	- Existing NCAA and other S'hs marketing plans and websites obtained and analysed; gaps identified and recommendations made	- Collect & analyse current NCA and other tourism S'hs marketing plans/websites	UNESCO, NCAA, TTB, TANAPA, Hotels, TATO, CTT, TOs, FZS, TACTO, Community, Museums	
2	A Community Sensitization and Education Plan in place	- Existing plans analysed, gaps identified and recommendations made	- Collect and analyse existing plans - Identify gaps, make recommendations	UNESCO, AFF, TANAPA, IUCN, NCAA, TTB-CTP, PC, Serena, CORNETA, TNTC, Mweka	AWF, WWF, Higher educ. institutions, NCAA
3	Customer Care gaps analysis	- Customer Care Capacity needs identified	- Customer Care capacity needs assessment: assess existing care levels and identify gaps - Map customer contact points	NCAA (to be confirmed)	
4	Certification gap analysis (for guides, drivers, hotel staff, site managers, etc.)	- Certification framework identified	- Identify where certification is required and/or necessary - Identify and assess existing certification systems - Analyse existing curriculum and training - Identify gaps, make proposals	NCAA	MNRT
5	High level Advocacy	- General economic impact of WHS-NCA assessed	- Assess generally the economic impact of WHS-NCA	UNESCO, FZS, NCAA, TATO, Community	WB, German Emb.
6	Establishing Indicators and Monitoring and Evaluation (M&E) Framework	- Existing M&E frameworks identified - Expectations of S'hs identified (for establishing indicators)	- Identify existing M&E frameworks - Identify expectations of S'hs (community)	UNESCO, NCAA, TANAPA, Community, TAWIRI, Hotels, TOs	Higher educ. institutions
7	Tourism product diversification	- Identify existing products - Identify gaps/potential products	- Client preference survey (NCAA – already working on survey tool) - Add in the survey tool: Qs on visitors' information provision	NCAA, Community, Hotel, TOs	
8	Tourism Value	- Creative Industries	- Survey on creative	UNESCO, PC,	Mweka study

	Chain Development	<ul style="list-style-type: none"> survey - Hotel Procurement survey - Community prod & marketing info 	<ul style="list-style-type: none"> industries - Survey on hotel procurement (foodstuff, technicians) - Obtain info on community production and marketing 	Hotels Oldupai, NCAA, Mweka	on tourism cost-benefit to communities in Serengeti Ecosystem
9	Information / Visitors Centres	<ul style="list-style-type: none"> - Weak Points identified by S'hs - 2 page survey of clients by Hoteliers (Markus, Dismas) - Each product surveyed - Draft outline of storytelling / Interpretation Strategy Plan prepared - Map of Cultural/Arch./Natural resources 	<ul style="list-style-type: none"> - short survey by email to all ws participants (identify weak points) - Hoteliers to survey clients by May15 - Per product survey (eg, Olduvai, Boma, Crater, Laetoli, Camping site, Empakai, etc.) - Develop proposals for storytelling and prepare draft outline for an 'Interpretation Strategy Plan' - Mapping of culture, natural and archaeological resources and info. 	<p>NCAA,</p> <p>Hotels (Markus, Dismas), Mweka</p> <p>NMT , UNESCO, Oldupai, Communities (Maasai, Datoga, Hadzabe), NCAA</p>	Trip Advisor
10	Infrastructure Development Plan	<ul style="list-style-type: none"> - Map of existing infra. (incl. info) prepared, and gaps identified 	<ul style="list-style-type: none"> - Obtain info and Map existing infrastructure (incl. Arch. Sites) - Identify gaps 	NCAA	
11	Good Governance	<ul style="list-style-type: none"> - Destination Management Advisory Body (DMAB) - Draft TOR for DMAB 	<ul style="list-style-type: none"> - Assess feasibility of establishing a DMAB - James Rebanks to provide draft TOR - Assess PC's accountability to the communities (M, D, H) - Assess NCAA transparency vis a vis other S'hs 	<p>NCAA, Other S'hs</p> <p>James Rebanks</p>	Mweka study (PhD) on governance of protected communities in Serengeti Ecosys
12	Greening and Quality Improvement Plan	<ul style="list-style-type: none"> - Info on certification criteria - Assessment of 'greening' in NCA 	<ul style="list-style-type: none"> - Obtain certification criteria - Assess how much greening activity is undertaken in NCA 	UNESCO WHC, James Rebanks, NCAA	UNEP, NEMC
13	Develop Partnership Plan	<ul style="list-style-type: none"> - S'holders map - List of Potential Partners 	<ul style="list-style-type: none"> - Map S'hs - Identify potential partners 	UNESCO, NCAA	S'hs
14	General management Plan (land use plan)	<ul style="list-style-type: none"> - Info on existing land use plan 	<ul style="list-style-type: none"> - Obtain info on land use plan - Obtain recommendations on possible improvements from S'hs expertise 	NCAA	Expertise within S'hs
15	Visitor	<ul style="list-style-type: none"> - Existing NCAA VMP 	<ul style="list-style-type: none"> - Obtain existing VMP or 	NCAA	

	management Plan (VMP)	(or similar plan) obtained - Sample VMP obtained	similar plan from NCAA - Obtain info on sample VMP	James Rebanks	
16	Safety & Security / Disaster and Risk Management (DRM) Plan	- Existing DRM plans assessed, gaps identified and proposals made - Structure for DRMP (by sept 15) – NCAA - Pilot UNESCO HQ DRM assessment	- Obtain info on existing DRM plans from NCAA, Hotels, TOs, etc. - Undertake assessment - Identify gaps and make proposals - Undertake UNESCO HQ DRM assessment - Prepare structure for NCA DRMP	NCAA, Serena, UNESCO HQ	

ACRONYMS

AFF	Africa Fund Foundation
AWF	Africa Wildlife Fund
CAWM (MWEKA)	College of African Wildlife Management
CORNETA	Community Radio Network Association
CTT	Confederation of Tanzania Tourism
DMAB	Destination Management Advisory Board
DRM	Disaster Risk Management
FZS	Frankfurt Zoological Society
IUCN	International Union for Conservation of Nature
MNRT	Ministry of Natural Resources and Tourism
NCA	Ngorongoro Conservation Area
NCAA	Ngorongoro Conservation Area Authority
NEMC	National Environment Management Council
NMT	National Museums of Tanzania
OUV	Outstanding Universal Value
PC	Pastoral Council
S'hs	Stakeholders
TACTO	Tanzania Association of Cultural Tour Operators
TANAPA	Tanzania National Parks
TATO	Tanzania Association of Tour Operators
TAWIRI	Tanzania Wildlife Research Institute
TNTC	Tanzania National Tourism College
TOs	Tour Operators
TTB	Tanzania Tourist Board
TTB-CTP	Tanzania Tourist Board – Cultural Tourism Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Education Scientific and Cultural Organization
VMP	Visitor Management Plan
WB	World Bank
WHC	World Heritage Centre
WHS	World Heritage site
WHSTP	World Heritage and Sustainable Tourism Programme
WPC	Women Pastoral Council
WWF	World Wildlife Fund

E. CONCLUSION

The workshop successfully brought together the conservation and tourism stakeholders to think strategically about sustainable tourism in the whole destination based on the conservation of the site. Clear challenges and opportunities were highlighted and several strategic priorities were identified that will form the basis of the overall tourism destination strategy. The participants identified a strong need to manage tourism at the destination scale, focused on the NCA area. There was a strong sense that because many of the conservation challenges are linked to community pressures the destination needs to engage with the communities and create alternative opportunities to make money from tourism to lessen the pressures to make money from pastoralism. There was also felt to be significant value for the visitor in widening the experience to lengthen the duration of stay, with a wider portfolio of experiences and products than simply a day of safari. The traditional pastoralism of the area was felt to offer an amazing opportunity both for community benefit and for conservation gain. All stakeholders agreed that dialogue and collaborative working were likely to be critical to making the destination more sustainable, preserving the OUV and finding a viable socio-economic future for the communities.

F. ACKNOWLEDGMENTS

Sustainable tourism in and around world heritage sites requires full involvement and participation of the local communities living within and nearby the sites. In this regard, the efforts by NCAA to fully involve the local communities in the conservation and tourism activities at the Ngorongoro Conservation Area is recognised and applauded. Likewise, the full involvement and participation of NCAA and the other local and national authorities who are responsible for conservation and tourism such as TANAPA, TTB, MNRT and NMT, among others, in this workshop together with the local communities and other conservation and tourism stakeholders such as FZS, hotels and tour operators is much appreciated. UNESCO believes such cooperation and involvement of all stakeholders signals a positive step towards sustainable tourism. Special acknowledgments to Zulmira Rodrigues and Tamim Amijee, the UNESCO Tanzania Office, Peter DeBrine, UNESCO World Heritage Centre, and Mr James Rebanks, the UNESCO expert for providing coordination and resources for the project. Further we thank the financial contributors to this project, the Flanders Government, the IRIS Foundation and the DaO fund of Tanzania for providing the much needed financial resources for the implementation of this project.



Participants during the initiation workshop, Ngorongoro Conservation Area, Tanzania

APPENDICES

1. Daily programme

DAY 1: Wednesday 11 March		
SESSION 1: Opening and Introduction		
<i>Time</i>	<i>Item</i>	<i>Comments</i>
14:00- 14:15	- Introductory remarks by Organisers - Introductory remarks by Host	RCO UNESCO NCAA
14:15-14:30	Introduction to Project – Aims and expected results of workshop	Peter Debrine (PD) UNESCO WHC
14:30-15:15	Introduction to WH Sustainable Tourism Programme	Peter Debrine (PD)
15:15-16:15	Introduction to sustainable tourism	James Rebanks (JR)
Coffee/Tea break 16:15-16:30		
16:30-17:30	Presentation on key issues by destination stakeholders	All participants
DAY 2: Thursday 12 March		
SESSION 2: SITE TOUR		
Ngorongoro Conservation Area World Heritage Site		Venue: NCA
<i>Time</i>	<i>Item</i>	<i>Comments</i>
09:00-09:30	Introductory session	Workshop venue
09:30-17:30	ORIENTATION SITE VISIT The aim is to better understand the tourism in the destination. Four areas of focus: a) Assessment of what the tourist experience is now (and what it might be), b) Assessment of the tourism impacts (positive and negative) c) Assessment of the interaction with the local community and how tourism affects their lives (positive and negative). d) Assessment of sustainability measures in place.	Meet in reception at 9:30 -Working checklist will be provided to participants -Lunch will be provided
DAY 3: Friday 13 March		
SESSION 3: Working sessions		
		Venue: Workshop room
08:30-09:00	-Introduction to Toolkit (all participants will be provided with the toolkit (guide 1-4)	PD
09:00-09:30	-Introduction with observations on key issues and opportunities	JR
09:30-10:00	Guide 1: Understanding tourism at the Destination	PD & JR
Coffee/Tea break 10:00-10:15		

10:15-11:30	Group work	All participants
11:00-12:30	Group work Presentations	Groups 1-3
Lunch 12:30-13:30		
SESSION 4: Strategic priorities		Venue: Workshop room
13:30-14:00	-Guide 2	PD & JR
14:00-15:00	Group work – SWOT analysis	All participants
Coffee/Tea break 15:00-15:15		
15:15-15:45	Group work– SWOT analysis	All participants
15:45-16:30	Group work Presentations– SWOT analysis	Groups 1-3
16:30-17:30	Consolidation of results into a Master SWOT Discussion on strategic priorities	JR & participants
DAY 4: Saturday 14 March		
SESSION 5: Work Plan		Venue: Workshop room
08:30-09:00	Discussion on action plan and way forward	PD & All participants
09:00-10:30	Group work	Groups 1-2
Coffee/Tea break 10:00-10:15		
10:30-11:00	Presentation of action plan	Groups 1 & 2
11:00-11:15	Closing of workshop	
END OF WORKSHOP		

Peter Debrine (PD) – UNESCO Paris

James Rebanks (JR) – Sustainable tourism specialist

2. List of participants

NA	NAME	MOBILE NUMBER	ORGANIZATION	EMAIL ADRESS
1	Dr Asantael Melita		NCAA	melitaasante@gmail.com
2	Bruno Kawasange	+255 689618607	NCAA	bkawasange@gmail.com
3	Joshua Mwankunda	+255 755159875	NCAA – Cultural Heritage	joshuamwankunda@gmail.com jo_amsdp@yahoo.com
4	Patrice Mattay	+255 754847718	NCAA	magrapc@yahoo.com
5	Dr Kuya Sayalel	+255 787890342	NCAA - AgMCD	sayalel@yahoo.com
6	Robert Mande	+255 753082016	NCAA	mande2tz@yahoo.com
7	Lilian Magoma	+255 754 426963	NCAA – Senior Investment Officer	lillysamo@yahoo.com
8	Johnson Manase	+255 754838200	TANAPA – Manager (Tourism Services & Customer Care)	mkufyajm@yahoo.co.uk , johnson.manase@tanzaniaparks.com
9	Godson Kimaro	+255 787906603	TANAPA – SERENGETI (Tourism Dept)	ggwkimaro@gmail.com
10	Maarufu Abdallah	+255 762884104	Asst Cons. of Antiquities - OLDUPAI GORGE	maarufu@yahoo.com , maarufuabdallah@gmail.com
11	Gerald Bigurube	+255 789 855766	FZS – Regional Coordinator	gerald.bigurube@fzs.org
12	Elibariki Bajuta	+255 753819551	NGORONGORO DISTRICT	elibajuta@yahoo.com
13	Willy Lyimo	+255 754598392	BRANCH MANAGER T.T.B ARUSHA	ttb-info@habari.co.tz
14	Flora Assey	+255 757674239	ARUSHA REGIONAL TOURISM OFFICER	florabazil@yahoo.com
15	Olodupo Olonyokie	+255 768475304	Ngorongoro Pastoral Council	olesaris@yahoo.com
16	Godfrey Lelya	+255 768353246 +255 785669999	COMMUNITY	godfreylelya@yahoo.com
17	Seketo Oldumu	+255 752 732429	Chair – Women Pastoral Council	
18	Peter Metele	+255 767 345106	Ngorongoro Pastoral Council	pmetele@yahoo.com
19	Tate Oleku	+255 752 371063	COMMUNITY	olekut@yahoo.com
20	Makaroth Kairrunji	+255 786 547383	Community - Ololosekwan	tomiisya@yahoo.com
21	Dismas Simba	+255 787444002	MANAGER – SERENA NGORONGORO	dsimba@serena.co.tz
22	Markus Schroeder	+255 785 555189	GM – Andbeyond (Ngorongoro Crater Lodge)	markus.schroeder@andbeyond.com
23	Prof Audax Mabulla	+255 784 382300	DG - National Museums of Tanzania	aumabu@gmail.com
24	Dr Masuruli Baker	+255 754 308630	Mweka College	masuruli@yahoo.com

25	Mwanaidi S Kijazi	+255 784 587805	Conservator - Amani Nature Reserve, & Manager - EUBR	mwanaidi_kijazi@yahoo.com , odamwanaidi@gmail.com
Resource Persons				
1	Zulmira Rodrigues	+255 785 147878	Head – UNESCO Office in Dar es-Salaam	z.rodrigues@unesco.org
2	Tamim Amijee	+255 784 218468	Planning Expert – UNESCO Dar es-Salaam	t.amijee@unesco.org
3	Peter Debrine	+33678549193	Senior Project Officer and Coordinator UNESCO World Heritage and Sustainable Tourism Programme Paris	p.debrine@unesco.org
4	James Rebanks		Expert Adviser – Sustainable Tourism, UNESCO	jamesrebanks@me.com

3. Sustainable World Heritage Tourism Checklist

The following criteria function as a checklist regarding tourism management and its contribution to sustainable development at a World Heritage property, and as such identify possible issues and gaps that should be addressed.

1.	ORGANISATION AND MANAGEMENT
1.1	<u>Organisation:</u> The overall management system for the World Heritage property is effectively organized through a department, group, or committee responsible for a coordinated approach to sustainable tourism with external stakeholders (tourism enterprises and, local authorities) in the larger destination.
1.2	<u>Tourism strategy:</u> A multi-year sustainable tourism strategy, suited to scale, has been developed with broad based public participation, is being implemented and is publicly available.
1.3	<u>Protection of OUV:</u> There are measures in the overall management regime to preserve and protect the OUV of the property.
1.4	<u>Stakeholder participation:</u> The World Heritage property has a system that enables destination stakeholders to, on an on-going basis, participate in tourism-related planning and decision-making processes.
1.5	<u>Site interpretation:</u> Interpretation and information material regarding the World Heritage property and its OUV is provided at key locations. The information is communicated in relevant languages and in different media.
1.6	<u>Promotion:</u> Promotion of the World Heritage property's OUV, its products, services and sustainability claims is accurate. Promotional activities for the property are integrated into a campaign with activities at local, national and international level.
1.7	<u>Heritage protection:</u> Protected artefacts and wildlife (products) are not illegally sold, traded or displayed.
1.8	<u>Preventing exploitation:</u> The World Heritage property works closely with the Destination Marketing Organisation (DMO) and other relevant stakeholders in establishing practices to prevent commercial or any other form of exploitation and/or harassment.
1.9	<u>Crisis and emergency preparedness and response:</u> The World Heritage property has a crisis and emergency response plan that is appropriate to the World Heritage property and is part of an overall system for the destination. Key elements are communicated to residents, tourists, and tourism-related enterprises. The plan establishes procedures and provides resources and training.
1.10	<u>Safety and security:</u> The World Heritage property has a system to prevent and respond to tourism-related crime, safety, and health hazards. Systems are integrated into the larger destination and local community.
1.11	<u>Planning regulations:</u> The World Heritage property has planning guidelines, regulations, and policies that integrate sustainable land use, design, construction, and demolition that are integrated into the larger destination. The regulations protect natural and cultural heritage, are publicly communicated, and are enforced.
1.12	<u>Property acquisitions:</u> Laws and regulations regarding property acquisitions exist, are enforced, consider communal and indigenous rights, and do not authorize resettlement without informed consent and/or full compensation and preserve the OUV of the property.

2.	MONITORING
2.1	<u>Monitoring:</u> The World Heritage property has key indicators in place to measure and assess the state of conservation of the property, the factors affecting it, the periodicity of their examination, and the identity of the responsible authorities.
2.2	<u>Inventory of attraction sites:</u> The World Heritage property has an up-to-date, publicly available inventory of its key tourism assets and attractions including natural, historical, archaeological, religious, spiritual, and cultural sites.
2.3	<u>Protection of sensitive environments:</u> The World Heritage property monitors the impact of tourism on sensitive environments, both cultural and natural, and protect habitats and species where needed.
2.4	<u>Economic benefits:</u> The direct and indirect economic contribution of tourism to the World Heritage property's economy is regularly monitored, and (part of the) revenue deriving from tourism at the property is invested back into the protection of the property. These results are publicly reported.
2.5	<u>Local community opinion:</u> Residents' aspirations, concerns, and satisfaction with tourism are regularly monitored, recorded and publicly reported. Care is taken to ensure that key stakeholders are included and that responsive action is taken where needed.
2.6	<u>Visitor satisfaction:</u> There is a system to monitor, publicly report and, if necessary, take action to improve tourist satisfaction.

3.	LOCAL COMMUNITIES
3.1	<u>Local access:</u> The World Heritage property does not exclude local resident from to the World Heritage property.
3.2	<u>Support for community:</u> The World Heritage property enables tourism-related enterprises to support community initiatives and enhance the conservation of the World Heritage property.
3.3	<u>Supporting local entrepreneurs and fair trade:</u> The World Heritage property supports local entrepreneurs and promotes fair trade principles.
3.4	<u>Local career opportunities:</u> The World Heritage property provides equal employment and training opportunities for local residents as much as possible.
3.5	<u>World Heritage awareness:</u> The World Heritage property provides regular programs to residents about the reason why the property is inscribed on the World Heritage List.
3.6	<u>Tourism awareness:</u> The World Heritage property provides regular programs to residents to enhance their understanding of tourism opportunities, tourism challenges, and the importance of sustainability.
3.7	<u>Intellectual property:</u> The World Heritage property has a system to ensure respect for the tangible and intangible intellectual property of individuals and communities.

4.	ENVIRONMENTAL ISSUES
4.1	<u>Environmental risks:</u> The World Heritage property has identified key environmental risks and has a system in place to address these.
4.2	<u>Solid waste reduction:</u> The World Heritage property has a system to ensure solid waste is reduced, reused, and recycled. The World Heritage property encourages tourism-related enterprises to adopt waste reduction strategies.
4.3	<u>Low impact transport:</u> The World Heritage property has a system to increase the use of low-impact transport, including public transport, in the World Heritage property.

4.4	<u>Light and noise pollution:</u> The World Heritage property has guidelines and regulations to minimize noise, light, and visual pollution. The World Heritage property encourages tourism-related enterprises to follow these guidelines and regulations.
4.5	<u>Water management:</u> The World Heritage property has a system to monitor, manage and encourage minimal waste of water.

5.	VISITOR MANAGEMENT
5.1	<u>Visitor management:</u> The World Heritage property has a visitor management system that includes measures to preserve and protect key natural and cultural assets. The visitor management system of the property integrates with a wider visitor management system of the destination.
5.2	<u>Access for all:</u> All tourist sites and facilities, including those of natural, cultural and historic importance, should be accessible to all, including persons with disabilities and others who have specific access requirements. Where such sites and facilities are not immediately accessible, access should be afforded through the design and implementation of solutions that take into account both the integrity and authenticity of the site and such reasonable accommodations for persons with access requirements as can be achieved.
5.3	<u>Visitor behaviour:</u> The World Heritage property has publicly available guidelines for visitor behaviour that are designed to minimize adverse impacts: encourage positive behaviour rather than punishing negative behaviour.