

REPORT

Activity: **UNWTO Regional Seminar for East Africa on Tourism Policy and Strategy**

Location: Dar es Salaam, Tanzania
 Participating countries: Tanzania, Kenya, Burundi, Sudan, Zimbabwe
 Dates: 12th to 16th September 2011
 Written by: Lead facilitator: Steve Noakes,
 CQUniversity-Australia
 Co-facilitator: Adrien V.P. Chatenay,
 Ecos Formation, Reunion Is

Written on: 20 September 2011

General objective

- To provide participants with knowledge, skills, tools and a forum for discussion and reflection on tourism development, tourism planning, destination management, strategic tourism policy,
- Incorporate practical field trip and examples to illustrate solutions to the gaps and problems tourism officials from participating countries may face.
- Embed throughout the workshop the generally accepted international concepts of sustainable tourism and the principles of the Global Code of Ethics for Tourism within all course content.

Brief description of the development of the event

- Two year planning period with Tanzania to suggest and develop the program to include other East African nations as well as representatives from countries in Central and Southern Africa.
- Extensive engagement between UNWTO Africa Division, UNWTO Themis Foundation and Ministry of Natural Resources and Tourism, Tanzania
- One month of pre-planning between international experts and Themis Foundation in seminar design.
- Arrival into country 5 days before seminar commencement to investigate field trip options, meet local hosts and stakeholder groups and optimise content structure and delivery.
- Daily de-briefing and continuous evening adjustment to content for the next day considering inputs, engagement feedback and experiences from the previous day.
- The mix between practical activities, lectures, field trip and social activities enabled to keep participants' interest at a high level throughout the intensive the 5 day seminar.

Practical activities (please describe them and then give an evaluation)

Module #1:

Small group role play: Hidden agenda's in tourism policy & planning

Participants were allocated teams to role play as stakeholder group from one of the eight groups nominated from the government sector or the private sector or the NGO sector.

They were to prepare a team case for public tourism policy decision making task on a proposed major tourism development.

This activity achieved its objectives as the first practical task for the participants to consider tourism policy implications given:

- the prevailing political environment
- well intentioned international public policy frameworks
- values & ideologies of key stakeholder groups
- the distribution of power with governments, society & commerce
- the types of institutional frameworks needed for tourism development
- internal organisational decision making processes

Whole-of-seminar discussion: Which approach(s) to tourism planning were used here at Sea Cliff Hotel, Dar es Salaam?

1. 'Boosterism'
2. Economic/industry-oriented approach
3. Land-use/Physical/Spatial approach
4. Community-oriented approach
5. Sustainable tourism approach

This activity was beneficial to expose the participants to various tourism planning approaches.

Module # 2: Learning Journal

The practical Learning Journal exercise addressed the key topic for the Module, 'Tourism Impacts' (economic, social, environmental). It was based on a UNESCO 'Teaching and Learning for a Sustainable Future' format (www.unesco.org/education/tlsf/journal/tlsf_journal.html) modified for the African experience and relating more to the content of the seminar. Participants actively worked in small groups to complete the project which guided them on issues directly related to preparing for the field trip and the final report task at the end of the week.

Module #3:

Practical work paper on individual basis to answer following questions

- Describe “Greenwashing’ in tourism
- What are three (3) expected uses of the global sustainable tourism - criteria? (GSTC)
- What are the four themes in the GSTC :
- My organization or business does which of the 4 themes from the GSTC well and why.
 - #1 Sustainable Management
 - #2 Socio-Economic
 - #3 Cultural Heritage
 - #4 Environment
- My organization or business needs improvement in implementing aspects of the following 4 themes from the GSTC. How could these themes begin to be improved?
 - #1 Sustainable Management
 - #2 Socio-Economic
 - #3 Cultural Heritage
 - #4 Environment
- The criteria indicate **what should be done, not how to do it or whether the goal has been achieved.** How is the ‘how to do it’ facilitated ?

Practical activity in groups of 5/6

- Form small groups of 5 or 6 people.
- Noting:
- The Global Sustainable Tourism Criteria are designed as a minimum international standard.

Discuss:

- What specific changes/additions would you recommend to localise it for the East African experience.
- Are there any specific changes you would recommend for your own country? (Tanzania, Kenya, Sudan, Zimbabwe, or Burundi)

Field trip study to Bagamoyo – one day duration

Practical tasks on the field trip to Bagamoyo

As you undertake your site visit, you will wear ‘four hats’ – from perspectives

of government, tourism industry, local community and travel consumer:

- (a) Your first 'hat' will be as a tourism planner and policy maker from a **Government agency**.
- (b) Your second 'hat' will be as a **business person** providing goods or services to tourists = e.g. a tour operator, a tourist café owner, a souvenir shop operator, a local tour guiding service, a local hotel operator etc.
- (c) Your third 'hat' will be as a local resident who wants their **local community** to benefit from tourist arrivals but also wants to avoid negative social, cultural, environmental and economic impacts.
- (d) Your fourth 'hat' will be from the perspective of a **tourist** – the consumer of the tourism goods and services. Put yourself in the shoes of a visitor coming to Bagamoyo to see, to learn, to experience, to eat, to buy souvenirs, to find public toilets, to find local sources of information etc.

As you explore Bagamoyo, you will observe and record information that is relevant to the current and future potential of tourism related products and services in this destination.

Group work activity included:

- Where might Bagamoyo be on Butler's destination life cycle?
- Consider of Bagamoyo on Noakes' 13 As for rapid destination diagnosis.
- What are the causes for the current situation where tourism opportunities are not being fully exploited in Bagamoyo?
- What tourism planning and policy issues need to be considered to improve the range and quality of tourism experiences in Bagamoyo?

The field trip to Bagamoyo was the key pivotal practical activity for the week, with the content for the previous 2 days being directed at providing a context and background for the practical exercise and the seminar content for the 2 days after the field trip relating to the participants recent and real case study destination. Anecdotal feedback on the field trip was positive.

Module #4: Practical tasks included:

Individual and group activity:

- SWOT analysis following the Bagamoyo Field Trip
- Comparative destination brand analysis

Whole of seminar discussions:

- What could the key image for Bagamoyo, given it must be valid, believable, simple, have appeal and be distinctive?'
- Does just a focus on the destination features sufficiently differentiate a

destination against competitors?

Module #5: Value added practical exercise

Focused on decoding the key areas of innovation participants want to work on in terms of tourism policy and strategy of Bagamoyo, list the areas by priority, explain the priorities and detail the most important actions to take.

Whole of seminar discussions:

- 'How might 'innovation' work for a tourist destination?'
- 'How could you create 'added-value' to a tourism destination?'
- 'How could you 're-engineer' a tourism destination?'

Module #6: Communication of tourism

Individual practical exercise to analysis Maslow Theory on hierarchy of human needs as they relate to cultural backgrounds in the 'west', Asia and Africa.

Final Task briefing paper – given to delegates at end of Module #6 on Friday morning for the final practical task which drew upon the learning and other practical activities over the week. Participants had to present a report on their groups' new walking tour in Bagamoyo on three main themes : product development - community & government - engagement and sustainability.

- *Your final task is to present a short group report on your new walking tour in Bagamoyo.*
- *You will include the broader context of the tourism policies and strategies that would be needed for the future sustainable development of tourism in the case study destination, Bagamoyo – where you have decided to operate your innovative new tourism product with value-added features for your target market(s).*
- *90 minutes of group work time to prepare the framework of your report is allocated (11:30 to 13:00), then lunch, and then your group presentations and active discussion on the types of policies and strategies an East African destinations such as Bagamoyo could consider as they advance their local tourism industries*

Evaluation of the event

- Participants evaluation of the seminar will come through from the survey form sent to delegates by UNWTO Themis Foundation.
- From the viewpoint of the experts who presented, the seminar was delivered smoothly and professionally.
- Practical activities enabled participants to enrich their reflexion for their final task briefing paper and were linked to the field trip. This was a key aspect underlined during the seminar's preparation.
- There was a high level of collaboration between the experts and the UNWTO & Themis representatives.
- Similarly, the high level of participation by the delegates in the practical tasks allocated and their many expressions of appreciation during and at the end of the seminar indicated the content was suited to their needs.

General evaluation of the participants

- An initial feedback form was given to participants first thing on Tuesday morning, following the introductory first day. This alerted the experts to how the participants had generally responded to the content of the first day, what was being planned for the rest of the way, how content was being delivered and other issues they wished to raise. The feedback was positive and highlighted the need for active participation, and 'operational issues' such as having printed hand-out notes before presentation, the air-conditioning in the meeting room, the sound system and the visibility of the image projected onto the display screen. Where possible, improvements were made.
- Sonia Figueras from UNWTO Themis Foundation conducted the end evaluation process from the participants, so those written responses will need to be considered.
- However, verbal feedback was received by the experts each day and at the end of the seminar by the Experts and general evaluation was very positive in the content, the practical tasks, how it was all organised and the type of delivery methods used. Anecdotally, there were no significant issues raised which indicated any of the participants or the host country were not satisfied. Their expectations and needs from the seminar were met – despite, as mentioned above some minor irritation on the 'operational issues' of not having printed hand-out notes before presentation, the air-conditioning in the meeting room, the sound system and the visibility of the image projected onto the display screen

Recommendations of improvement

- Do a participants feedback form after day 1 to gain the early reaction/suggestions from participants as to what might be concerning them early on and those things they particularly like early on in the week. Maintain the end of the week evaluation survey of the participants.
- Alert the local host Ministry of the need to have staff dedicated to and pre-test 'operational issues such as photocopiers, paper supplies, printer ink, strong data projectors for clear images on the screen, lighting and air-conditioning.
- Room size was satisfactorily managed, but suggest a larger venue for this size of seminar in future.
- As the week progresses, determine what expert local input might be within the participants and get them involved in some content delivery (e.g. as we did with Dr Shogo from the Open University of Tanzania).
- In order to get full attention of participants during final task's presentation and to avoid potential problems with the link between computer and data projector, an idea would be to collect groups' presentation on USB keys before the 1st group's reporting.
- Either together or as two separate Modules, include more content on the Global Code of Ethics for Tourism and Tourism's capacity to contribute to the MDGs – and the policy opportunities and implications of both.

General conclusions

- The end result from the Seminar was one which maintained the expectations of participating countries on what UNWTO Themis Foundation can deliver to meet their tourism development needs.
- Participation was of a high level, particularly during the last two days after the technical visit. Accordingly, listening to participants' written feedback and fine tuning the methods and contents of the course played an important role in the event's success.
- The group of over 60 from 5 nations represented a range of skills, experience and interests – from those with greater experience in their field to those who greatly appreciated being involved in order to build their knowledge and capacity in tourism policy and strategy.
- Accordingly, the content was delivered with this diversity in mind, making specific reference to the individual countries and sectors on a regular basis

(e.g. Tourism Ministry people in policy, planning, research & statistics, marketing & promotions, people involved in protected area management and tourism, antiquities and other cultural, heritage and historical sites, the specific countries involved. The experts listened to and considered the feedback from participants on issues such as (i) Maslow's Theory, taking the opportunity to elaborate on that subject the following morning, (ii) focussing specific attention on tourism planning & policy for protected area managers and for those in marketing concerned with internet based activities for their destinations/products.

- The active engagement of the participants in the group discussions and activities was excellent and involving emerging local experts such as Dr Shogo from Tanzania's Open University was not only appreciated by the participants but gave such individuals the opportunity to build confidence and increase their country's awareness of the professional academic and research talent from within.

Potential / future activities

- The Ministry of Natural Resources and Tourism in Tanzania plus the Bagamoyo local stakeholder groups now have some useful resources and outputs from the practical activities of the seminar delegates to feed into some form of strategic tourism visioning/planning process for Bagamoyo as it heads towards UNESCO World Heritage Listing.
- If the destination so wishes, UNWTO might be able to continue to support that direct tourism planning process. Bagamoyo certainly has valuable heritage, historical, natural and cultural attributes – all close to the major entry point of Dar es Salaam and the tourism hub of Zanzibar - which can be an important part of the strategy to diversify the depth and range of Tanzania's tourism precincts. (i/e/ broadening the 'Tanzania experience' from one dominated by Mt Kilimanjaro, wildlife/natural areas and Zanzibar).

Respectfully yours,

Steve Noakes, CQUniversity-Australia s.noakes@cqu.edu.au

Adrien V.P. Chatenay, Ecos Formation, Reunion Island adrien@ecos.re