Introduction

- Introduction to InWEnt - Capacity Building International
- One of their Policy Dialogue and Professional Training Programmes focuses on capacity-building for Protected Area staff
- Seminars on Sustainable Tourism - as one of the linkages between conservation and development

Take Home Messages

- Capacity-building should be focused on assisting PA Managers to effectively plan and manage for the sustainability of tourism (rather than “doing” tourism).
- Follow an adult-based learning approach, based on visualisation techniques, encouraging learners to build on their own experiences (e.g. InWEnt).
- Tourism as a Financing Option for Conservation: beware of the risks of developing a dependency relationship between tourism and conservation.
- Community-based tourism: effective CPPPs are needed to realise viability and objectives of tourism

Rationale for Capacity-Building in Sustainable Tourism

- Many PAs in Africa subject to variety of pressures
- Include demand on NR, for tourism experiences, concomitant decrease in government funding
- Highlights need for multiple-use objectives & need to balance development needs and conservation imperatives
- Tourism as an alternative income-generating opportunity
Rationale for Capacity-Building in Sustainable Tourism (contd)

- Tourism one of predominant economic sectors world-wide
- Protected areas are key destinations for sustainable tourism
- Manage impacts and enhance potential benefits

Target Audiences for Capacity-Building

- Local professionals & staff of government and non-government conservation institutions in developing countries;
- Conservation policy-makers & programme directors responsible for protected area systems at the regional or national level;
- Staff of development agencies who wish to plan, finance or carry out sustainable tourism in and around protected areas;
- Tourism professionals using protected areas as resources for their products.

Rationale for Capacity-Building in Sustainable Tourism (contd)

- Tourism is a complex system
- Effective development & management of tourism presupposes a fundamental understanding of tourism
- PA managers not sufficiently qualified or experienced in managing or promoting tourism
- Need capacity-building to establish planning & management frameworks to promote sustainable tourism

InWEnt’s Seminars on Sustainable Tourism

- Resulted in development of the following:
  - “The Ecotourism Training Manual for PA Managers”
  - “Training Manual for Community-Based Tourism”
  - Report summarising evaluation of lessons learned from seminars, in terms of training methodology and experiences shared
InWEnt’s Seminars on Sustainable Tourism

- Aim to increase skills and knowledge through dialogue on key issues, keynote inputs, and field experiences
- Also by discussion and practice of steps for ecotourism planning, development and management in protected areas
- Adult learning methods applied, based on premise that adults learn best by building on their own learning experiences

Methodology for Seminars

- Adult learning principle best reflected by:
  
  *What we see we forget*
  *What we hear and see - we remember what we do - we know (and understand)*
  *what we know - we can apply*

Methodology (contd)

- Emphasis on learning by doing, learning from each other and joint learning
- Best achieved through group work & through process-oriented learning
- Summarised as participatory and interactive learning

- *Nobody knows everything, everybody knows something*
  *Every resource person is a participant and every participant is a resource person*
  *Every participant can make a contribution*
  *Different experiences are equally important*
  *Participants take responsibility for their own learning experiences*

Methodology

- **Visualisation**
  - Increases retention rates, i.e. enhances understanding
  - Improves communication
  - Allows everybody to actively participate and to express themselves

- **Moderators** play a key role, with visualisation, for effective learning processes

- **Plenary sessions** (lectures, presentations on country experiences, discussions and brainstorming), **groupwork**, practical planning exercises, and **field trips**
Photo A

- Photo 1 = introductions of one another
- Photo 2 = Plenary – moderation
- Photo 3 = Country Experiences
- Photo 4 = Country experiences

Photo B

- Photo 5 = Introduction, Makuleke
- Photo 6 = Field trip (Ngolotsha)
- Photo 7 = Field trip (Ngolotsha)
- Photo 8 = Field trip (Bhangazi)

Photo C

- Photo 9 - Country presentation =
- Photo 10 – country presentation
- Photo 11 – key note presentation
- Photo 12 = group work

Lessons Learned (Methodology)

- PA managers should not be developed as the key drivers for tourism in their PAs
- Instead, they should be developed to facilitate and or participate more effectively in tourism planning and management processes
- Number of models for facilitating tourism viability
  - total outsourcing (Zambia)
  - partial outsourcing (EKZNW)
  - NGO partnership (PACT, Belize)
Lessons Learned
(Approach)
- Inter-agency training (within country)
- Intra-agency training
- Training Course (as opposed to Seminar)
- More focused input from resource persons and on field trips
- Effective follow-up of course participants
- Seminars focused on CBT - bringing communities together to share their experiences

Lessons Learned
(Country Experiences)
- Tourism playing increasing role in economies of countries (Multiplier effect of industry, weakness??)
- Potential not yet optimised (including beneficiation)
- Need benefits through partnerships
  - CBT often lacks i.t.o. access to markets, business viability
  - CPPPs to deal with tourism as a business in its complexity
  - manage expectations w.r.t. benefits (e.g. HiP)
- Checks & balances still to be established
- Much theory on how to do tourism - little on successes and failures of promoting ST in PAs

Recommendations
(Country Experiences)
- More effective guidelines for papers / presentations
- Further seminars should consider follow-up, progress, evaluation of case studies highlighted at previous seminars
- Investigate risks of goals of self-sufficiency / dependency on tourism

Conclusions
- Significant economic sector, can benefit & impact
- Build capacity of PA managers to facilitate & participate in planning and management processes, implementation (trained to understand industry)
- To hold tourism operations accountable at local level
- Establish capacity-building programmes for local communities (sharing experiences, build capacity)
- Hold workshops to discuss potential of CPPPs for establishment of sustainable & viable CBT
- Recommend approach & methodology considered for application to relevant capacity-building needs