

green
destinations
KENYA
GUIDELINES



Royal Netherlands Embassy
Nairobi - Kenya

KENYA

GREEN DESTINATIONS

GUIDELINES



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AFRICAN WILDLIFE FOUNDATION®

The African Wildlife Foundation (AWF) is the primary advocate for the protection of wildlife and wild lands as an essential part of a modern and prosperous Africa. Founded in 1961 to focus on Africa's unique conservation needs, we articulate a uniquely African vision, bridge science and public policy and demonstrate the benefits of conservation to ensure the survival of the continent's wildlife and wild lands.

AWF Mission is to "work with the people of Africa to ensure the wildlife and wild lands of Africa endure forever".

AWF's conservation enterprise strategy demonstrates that local communities can undertake business ventures that support their livelihoods while contributing to conservation. As such, AWF has been supporting the development and management

of conservation enterprises across its area of operation through public-private partnerships. In Kenya, AWF-supported conservation enterprises include tourism facilities, livestock breed improvement and marketing, climate-smart agriculture and market linkages.

By supporting development of the Kenya Green Destination Guidelines, AWF seeks to promote more effective management of natural resources within tourism destinations while increasing tourism benefits to communities, investors and government.



Founded in 1996, Ecotourism Kenya (EK) is a membership civil society organization that brings together individuals, Community Based Organizations (CBO) and tourism businesses in a forum to discuss the concept of ecotourism and use the resultant knowledge to improve their operations towards best practices. EK has been managing a voluntary certification scheme for tourism facilities since 2012 which has contributed to the increased awareness and knowledge on sustainable tourism. Lessons learnt from this eco rating scheme pointed to a need

to expand the program to destinations to ensure the overall sustainability of destinations in Kenya. When destinations are "green" they actively manage their resources in a way that can be sustained ecologically, economically, and socially and takes full account of current and future impacts, by adopting a recognized set of guidelines, laws, regulations and reporting frameworks.



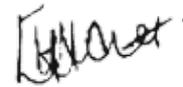
The Project Implementation Committee (PIC) of the Green Destination Guidelines having participated in planning, and reviews of these guidelines at various stages, find the guidelines acceptable for the launch of a Green Destination Recognition Program by Ecotourism Kenya

1

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ACKNOWLEDGEMENTS

These guidelines have been made possible by the efforts of many esteemed partners and stakeholders. Most significant is African Wildlife Foundation (AWF), which provided financial support to Ecotourism Kenya (EK) through a partnership with the Royal Netherlands Embassy (RNE) Nairobi. In addition, AWF assisted in GIS technical support in mapping the destinations where piloting was done. Through the AWF grant, EK spearheaded the development, piloting, and review of the guidelines.

We appreciate the role of Ecotourism Kenya Board Committee for support to EK management during implementation of these guidelines. Deserving special mention are members of the PIC and EK assessors (Grace Nderitu, Jane Kahata, Andrew Karanja, Joyce Kiruri, Chege Kinyanjui, Dr. David Chiawo, Margaret Njoroje, Dr. Irene Amoke, Dickson Kaelo, Dr. Shem Maingi, John Wandaka, Dr. Bonface Odiara among others) who sacrificed their time to sit at meetings, conduct assessments and review different drafts throughout the guideline development phase. Deserving recognition are the destinations that volunteered and qualified to participate in piloting of these guidelines (Mararal Game Sanctuary, Samburu National Reserve, Kalama Community Wildlife Conservancy, Nakuprat-Gotu Community Conservancy, Campi Ya Kanzi (Kuku group Ranch), Mbirikani Conservancy, Lower Tana Delta Conservation Trust, Elerai Conservancy and Tawi / Kilotome Conservancy).

We cannot forget the consultant Judy Kepher-Gona - Sustainable Travel & Tourism Agenda (STTA), who researched and drafted the first guidelines for stakeholders to review and work with.

Several other people, stakeholders and interest groups also deserve mention for sharing their insights thereby informing the process. These include:

1. Kenya Tourism Federation (KTF)
2. Kenya Association of Tour Operators (KATO)
3. Kenya Association of Hotel Keepers and Caterers (KAHC)
4. Federation of Community Based Tourism Organizations (FECTO)
5. Kenya Utalii College (KUC)
6. Kenyatta University (KU)
7. African Pro-poor Tourism Development Centre (APTDC)
8. Strathmore University
9. Kenya Wildlife Conservancy Association (KWCA)
10. Kenya Tourism Board (KTB)
11. Ministry of Tourism (MoT)
12. Laikipia Wildlife Forum (LWF)
13. Northern Rangeland Trust (NRT)
14. East African Wildlife Society (EAWLS)
15. Various County Governments



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PREAMBLE

Knowledge and practice of sustainable development is on the rise. Tourism has not been left behind in the quest for a "greener" world. Significant effort has been put in developing programs to safeguard the natural, social and human resources that support tourism. The whole concept of safeguarding resources through responsible consumption is variously referred to as sustainable tourism, ecotourism, responsible tourism, green tourism, ethical tourism, geo-tourism, etc. Despite the different names, all these terms put emphasis on responsible consumption and production.

Ecotourism Kenya (EK) is the organisation championing sustainable tourism practices in Kenya. Through a voluntary certification scheme for accommodation facilities, it has contributed to the awareness and knowledge of sustainable tourism. There are more than 100 accommodation facilities in Kenya, certified under this EK eco-rating scheme.

Lessons learnt from 14 years of operating the voluntary certification for accommodation facilities point to a need to expand the program to destinations. This is because the overall sustainability of destination Kenya cannot be achieved through certification of accommodation facilities only. There has to be involvement of destinations. When destinations are green (have set standards for responsible consumption and production), it follows that tourism operations in those destinations will follow suit.

These green guidelines mark the beginning of another chapter in Kenya's quest to become a sustainable destination. They have been tested through a pilot program and reviewed through several stakeholders meetings in selected counties to arrive at

consensus on relevance of focal areas and key indicators for measuring compliance. It is worth noting that these guidelines are anchored on reputable destination guidelines from Global Sustainable Tourism Council (GSTC), but have been adapted to suit Kenya's socio-cultural, ecological, legal, and operational realities in management of destinations.

The advantage of being certified or recognised as a green destination is the acquisition of a premium identity which requires no explanation because green is a global language. This identity enables a destination to attract like-minded travellers who pay premium prices, attract partners including development / conservation organisations and social philanthropists, as well as credible investors. There are many quantifiable and non-quantifiable benefits that can be measured through monitoring. More so, we must care for the universe because there is only one planet and 7 billion consumers, we need to be responsible consumers.



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1.0 DEFINITION OF A DESTINATION

As part of efforts to achieve global acceptance and recognition, the guidelines considered the UNWTO definition of a destination. However, to achieve clarity and avoid what the Project Implementation Committee considered as conflict, these guidelines replaced the consideration of “overnight” stay with day visit. In this regard, a tourism destination is defined as: “a physical space in which a visitor spends a day or stays overnight. It includes tourism products such as support services and attractions, and tourism resources within one days return travel time. It has physical and administrative boundaries defining its management, images, and perceptions defining its market competitiveness. Local destinations incorporate various stakeholders often including host community, and can network to form larger destinations.” (Adapted from United Nations World Tourism Organization).

Under these guidelines a destination will include, but not limited to, the following:

National Park:

An area of land or sea dedicated to the protection and maintenance of biological diversity, and of natural and associated cultural resources, and managed through legal and other effective means. Managed by Kenya Wildlife Service (KWS).

Marine Park:

A protected marine area where no fishing, construction work, or any disturbance is allowed. Managed by KWS.

National Reserve:

An area of land declared to be a national reserve. Managed by County Government or KWS.

Marine Reserve:

A marine protected area where subsistence fishing is permitted. Managed by KWS, Fisheries and co-managed with Beach Management Units.

Wildlife Sanctuary:

An area of land or water set aside for the protection and conservation of one or more specific species of wildlife. Managed by KWS or County Government.

State Forest:

All forests on un-alienated government land or land purchased by the Government. Managed by Kenya Forest Service, or KWS; can have co-management with Community Forest Association.

Local Authority Forest:

A forest that is on land under the jurisdiction of a local authority. Managed by County Government, can have co-management with a Community Forest Association.

Sacred Forest – (e.g. Kaya)

A grove or forest with religious or cultural significance to a forest community. Managed by National Museums of Kenya with community participation.

Wildlife Conservancy:

An area of land set aside by an individual landowner, body corporate, group of owners, or a community for purposes of wildlife conservation.

Wildlife Sanctuary:

An area of land or water set aside for the protection and conservation of one or more specific species of wildlife.

Game Ranch:

An area of land where wildlife is kept under natural extensive conditions with the intention of engaging in wildlife conservation, recreation and trade (game-ranching classified as a wildlife user-right; but not a specific land use).

Game Farm:

An area of land where wildlife is reared in an enclosed and controlled environment for wildlife conservation, trade, or recreation (game-farming classified as a wildlife user-right; but

not a specific land use).

Private Forest:

Any forest owned privately by an individual, institution or body corporate

Locally Managed Marine Area:

Coastal and marine areas defined for management by local communities.

Protected Wetland:

Land with important habitat for wildlife declared as a protected area by the Cabinet Secretary in consultation with the National Land Commission, KWS and legal owner.

Beach:

A narrow, gently sloping strip of land that lies along the edge of an ocean, lake, or river. Materials such as sand, pebbles, rocks, and seashell fragments cover beaches (National Geographic)

World Heritage Site:

A place (such as a building, city, complex, desert, forest, island, lake, monument, or mountain) that is listed by the United Nations Educational, Scientific and Cultural Organization (UNESCO) as being of special cultural or physical significance.

Cities:

e.g Nairobi, Mombasa, Nyeri, Kisumu, Nakuru

Built Landscapes:

Theme parks, amusement parks, cultural villages etc

NB- Definitions of State and Community Protected areas have been adopted from the KWCA Guide on Establishment of Conservancies (2015)

2.0 DEFINITION OF GREEN DESTINATION

These guidelines have adopted the following definition of a green destination as part of a physical space in which a visitor spends at least one overnight; that actively manages its resources in such a way that ecological, economic, social and aesthetic integrity of the area is sustained; and takes full account of current and future impacts, by adopting a recognised set of guidelines and reporting frameworks (Source: Judy Kepher-Gona -2015)

3.0 FOCAL AREAS OF THE GUIDELINES

The guidelines will focus on the following critical areas in destination management

- A. Sustainable Management of Natural Resources
- B. Good Governance and Management
- C. Sustainable Tourism Programs
- D. Community Development & Empowerment
- E. Financial Sustainability
- F. Sustainable Cultural, Archaeological and Historical Resource Management
- G. Safety
- H. Sustainable Management of Other Enterprises
- I. Monitoring & Evaluation

4.0 ADMINISTRATION OF THE GUIDELINES

These green destination guidelines will be administered by Ecotourism Kenya. The long-term goal is to develop standards that will support these guidelines ending up in a certification scheme. During the first year of implementation of these guidelines, training and assessments will happen concurrently.

Destinations will be invited to apply, at a fee, for recognition under an Early Adopter Program. Ecotourism Kenya will set the acceptable levels of compliance for Early Adopter Program, based on the indicators listed in the tables in part 6.0. A certificate of recognition for compliance will be awarded to those complying with a significant percentage of the indicators.

5.0 MONITORING & EVALUATION OF THE GUIDELINES

Monitoring and evaluation (M&E) systems are management tools that are used for accountability and transparency purposes, as well as to show results. The M&E process of these guidelines will not only focus on the process of implementing the guidelines in terms of number of trainings and those applying for Early Adopter program, but will also track and assess what benefits accrue to destinations that participate and how participation has contributed to ecological, economic and social-political sustainability of the destinations.

The following provisions could guide the monitoring and evaluation process:

- Scheduled mid-term reviews or self-assessments and end-of-year-one evaluation; and
- Resources to be allocated for monitoring and evaluation.

6.0 CRITERIA

FOCAL AREA A: SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES

KEY CONSIDERATIONS	DESCRIPTION	EXAMPLES OF ACTIONS / PROGRAMS	INDICATORS	MEANS OF VERIFICATION
Key Considerations A1 - Destination Management Plan	The destination has a management plan that has been developed in accordance with legal or other approved processes	<ul style="list-style-type: none"> ● Development of multi-year destination management and implementation plan including: <ul style="list-style-type: none"> ● Resource mobilization strategy ● Resource management targets ● Visitor management plan ● Land use planning and zoning plan ● Stakeholder engagement plan ● Consumer/ client feedback mechanism 	<p>A1a. Multi-year implementation plan</p> <p>A1b. Number of proposals for resource mobilisation</p> <p>A1c. Visitor management plan document</p> <p>A1d. Resource use and conservation action plans</p> <p>A1e. Planning / Zoning guidelines</p> <p>A1f. Stakeholder engagement plan/process</p> <p>A1g. Application of feedback mechanism in resource anagement</p>	<p>Various resource reports e.g.</p> <ul style="list-style-type: none"> ● Environmental management report ● Destination implementation reports ● Stakeholder surveys ● Stakeholder engagement reports ● Land use reports ● Annual destination report ● Visitor records and analysis ● Site visits reports ● Monitoring reports
A2 - Natural Resource use initiatives	These are programs to manage utilisation of resources and habitats. This requires plans/systems/structures and/ or records of resource use. Resources include e.g. animals, plants, soils, water, air, mineral deposits, sand, fossil fuels, forests etc.	<ul style="list-style-type: none"> ● Resource inventory ● Data / inventory of resources found in the destination ● Systems for identifying threats to resources ● Threat mitigation systems, procedures or plans ● Trend monitoring and/ or analysis of key resources ● Diversification of resource to relieve pressure on natural resources 	<p>Baseline of resources</p> <p>A2a. Percentage of revenue earmarked for resources management</p> <p>A2b. Number and type of collaborations & research projects on resources/trends undertaken</p> <p>A2c. Type of resource monitoring systems established and functionality</p> <p>A2d. Wildlife species inventoried</p> <p>A2e. Plant species inventoried</p> <p>A2f. Water resources inventoried</p> <p>A2g. Underground resources inventoried</p> <p>A2h. Rangeland rehabilitation programs</p>	<p>Resource mapping document (Vegetation maps, migratory corridors/ route maps, ecological maps, drainage maps)</p> <p>Threat monitoring plans and reports</p> <p>Restorations plans and reports</p> <p>Resource monitoring reports</p> <p>Monitoring reports</p>

<p>A3- Resource Conservation Initiatives</p>	<p>These are programs to enhance resource value e.g. protect water sources, restore/improve or increase wildlife and plant habitats, reduce risks or damage to habitat, use sustainable extraction practices, etc</p>	<p>Destination has record of decisions, actions and supporting information on conservation of resources. Examples of programs and actions include:</p> <ul style="list-style-type: none"> ● Grazing management program ● Restoration programs ● Technical assistance programs for resource management ● Partnerships for resource management ● Environmental improvement programs ● Watershed protection ● Sensitivity to ecological and resource limitations (establishment of buffer zones, operating within set carrying capacity) ● Codes and guidelines for resource protection by operators and clients 	<p>A3a. Implementation plan for grazing management A3b. Percentage of destination restored from degradation A3c. Restored habitats A3d. Healthy watersheds A3e. Returning plant and animal species A3f. Resources committed to conservation A3g. Rehabilitated Working buffer zones Set carrying capacity and checks A3h. Conformity to EIA report</p>	<p>Technical agreements Restoration reports Resource inventory Grazing plans EIA report</p>
<p>A4- Land Protection</p>	<p>These includes actions by destination to secure the destination boundaries through recognised legal or traditional instruments</p>	<ul style="list-style-type: none"> ● Surveying of destination ● GIS mapping of destination including adjoining areas ● Acquisition of title deeds or other recognised ownership/access instruments including letters of allotment ● Registration/ recognition of destination by relevant agency ● Use of recognised instruments to secure land e.g. leases 	<p>A4a. Destination land surveyed A4b. Number and type of GIS Maps developed and available for use A4d. Type of registration / recognition document or documents</p>	<p>Survey maps GIS Maps Records/register of destination land owners in conservancies/group ranches) County lands reports Registration certificate Lease agreements Easement deed Monitoring reports MOU / MOA Approval Letters</p>



<p>A5- Knowledge sharing</p>	<p>The destination shares information with stakeholders</p>	<ul style="list-style-type: none"> ● Information sharing systems ● Research programs 	<p>A5a. Type of information shared A5b. Frequency of information sharing A5c. Number and type of information sharing tools</p>	<p>Information sharing tools Reports MOUs</p>
<p>FOCAL AREA B. GOOD GOVERNANCE & MANAGEMENT</p>				
<p>Key Considerations</p>	<p>Description</p>	<p>Examples of Actions / Programs</p>	<p>Indicators</p>	<p>Means of verification</p>
<p>B1- Destination Management Organisation</p>	<p>The destination has an effective management structure/organisation responsible for coordinated approach to implementation of the destination plan Emphasis on bottom-up' approach in stakeholder and community engagement</p>	<ul style="list-style-type: none"> ● Development of governing constitution/Articles of Association ● Development of an appropriate and inclusive organizational structure ● Development of organizational management policy document including financial and administrative management policies ● Development of decision making and information sharing mechanisms ● Community participation in management ● Gender considerations in management ● Comprehensive stakeholder participation ● Transparency and stakeholder participation in management 	<p>B1a. Organizational governing document B1b. Functional organisational structure B1c. Organisational management policy B1d. Gender representation in the management board B1e. Frequency and type of reports shared with stakeholders B1f. Frequency and level of stakeholder consultations B1g. Frequency and type of communication between the management and members/ stakeholders (conservancies, groups ranches) B1h. Percentage community involvement in management position and important committees B1i. Gender parity in management positions B1j. MOUs, lease agreements, conservancy agreements</p>	

<p>B2- Legal compliance (This should be aligned to constitutional, County policies & WCA2013 requirements)</p>	<p>The destination has complied with County & local, national legal requirements for management of destination</p>	<ul style="list-style-type: none"> Legal registration for operation Constitution or articles of association Systems in place to protect intellectual property (patent document/intellectual property right documents) Systems in place to recognise and respect cultural heritage and sites guided by NMK requirements Human resource policy in compliance with Employment Act Human rights guidelines as indicated in constitution of Kenya Documented gender considerations (gender mainstreaming document) as indicated in the constitution of Kenya 	<p>B2a. Type of registration (national, county, etc.) B2b. Type of licenses duly acquired B2c. Intellectual property rights policy/ guidelines in place and implemented B2d. Functional and appropriate cultural and heritage protection plan in place B2e. Functional human resource policy in place and implemented B2f. Functional human rights guidelines in place</p>	<p>Legal registration certificate Intellectual property rights policy Cultural rights / heritage protection plan/policy Recruitment policy Statutory returns Staff contracts Membership to regional KWCA association Human rights policy County development reports Management reports Organisational capacity assessment reports Mitigation plans/ procedures Physical development plans and zoning procedures</p>
<p>FOCAL AREA C: SUSTAINABLE TOURISM PROGRAMS</p>				
<p>Key Considerations</p>	<p>Description</p>	<p>Examples of Actions / Programs</p>	<p>Indicators</p>	<p>Means of verification</p>
<p>C1- Sustainable Tourism plan</p>	<p>The destination has developed and is implementing a sustainable tourism strategy</p>	<ul style="list-style-type: none"> Development of destination guidelines on tourism activities Carrying capacity policy (Limits on bed & vehicle density) Development of land use policies and zoning plan Development of policies on utilisation & access to resources Development of impact mitigation policies 	<p>C1a. Functional carrying capacity guidelines/policy C1b. Number and frequency of environmental audits C1c. % of new developments undergoing Environmental Impact Assessments (EIA) C1d. Functional land use policies and zoning plans C1e. Functional resource utilisation and access policies C1f. Operational impact</p>	<p>Business plan Product consumption trends Compliance reports (self-assessment and/or third party) Environmental audit reports EIA reports and licenses zoning plan County environmental reports Monitoring reports</p>



<p>C2- Product development</p>	<p>The destination has a functional product development strategy to ensure the tourism investment is competitive but also incorporates ecological consideration, community participation and benefits and is financial sustainable</p>	<ul style="list-style-type: none"> Destination investment strategic plan Development of investment approval systems Establishment of product / design approval system Development of product development guidelines Development of community benefit & benefit sharing guidelines Systems for Community engagement in product development Green / sustainable operations guidelines Product / operations evaluation systems Information on green practices Product diversity Continual product development 	<p>C2a. Operational destination investment strategic plan C2b. Functional investment approval systems C2c. Functional product design approval systems C2d. Functional product development guidelines C2e. % of products approved and rolled out C2f. % increase in revenues resulting from new products/investments C2g. Community development</p>	<p>Investment Plan Third-party development approval documents e.g. EA, EIA, County Approvals, etc. Operating licences Lease agreements Internal investment reports Product design policy document Internal product approval reports Sustainability plan document Financial reports Product/operations monitoring reports Visitor satisfaction reports</p>
<p>C3- Sustainable tourism operations</p>	<p>The destination has in place systems to ensure optimum environmental benefits & minimise negative impacts and motivate community participation</p>	<ul style="list-style-type: none"> Energy conservation- guidelines on type, use, measurement Water management- guidelines on extraction, use, measurement, quality, re-use Greenhouse emissions- guidelines on identification, measurement, reduction, mitigation Solid waste- guidelines on type, reduction, measurement, recycling Wastewater guidelines- treatment, disposal and re-use 	<p>C3a. Type of energy sources used C3b. % of total energy consumption derived from green energy sources C3c. % energy savings derived from energy conservation plan C3d. Type of water sources C3e. Quality of water per source C3f. Type of functional wastewater systems C3g. % of water recycled</p>	<p>Energy consumption records County energy reports Energy supplier invoices/payment records Water consumption records Water quality reports/records County water and sewerage records/reports Stakeholder surveys Visitor surveys County environmental reports</p>

	<ul style="list-style-type: none"> ● Pollution (air/noise)- ● Transport - guidelines on MV density vis-à-vis bed-nights / guests ● Documentation of plans indicating % of local employment ● Capacity building for the local community ● Percentage thriving local business and tourism SMEs 	<ul style="list-style-type: none"> ● Guide information and education program ● Guide approval / accreditation system ● Game viewing guidelines for guests ● Game viewing guidelines for tour guides ● Codes of conducts for guides during interpretive activities like wildlife viewing ● Code of conduct for guests while in the destination 	<p>The destination has systems to ensure accurate information is provided for all attractions including culture, socio-economic projects, flora & fauna and livelihoods</p>	<p>C4- Interpretation & Guiding</p>	<p>C3h. Type of functional solid waste management systems C3i. % of solid waste recycled C3j. Intensity of air and noise pollution generated</p>	<p>Site visits E/A/EIA reports Destination annual reports Monitoring reports HR documents on employment Waste management report Stakeholder training register and reports Waste management plan</p>
					<p>C4a. Type of guide educational trainings/programs C4b. Functional guide accreditation system C4c. % of trained guides hired C4d. Type and # of game viewing guidelines developed and distributed to visitors C4e. Type and # of game viewing guidelines developed and distributed to tour guides C4f. # and type of signage & interpretation points in place across the destination C4h. Functional code of conducts for guides C4i. Operational code of conduct for visitors C4j. Frequency and type of interpretative information displayed at the destination</p>	<p>Training/program reports Accredited guides records Guide Training records Tour guide reports Stakeholder surveys Visitor satisfaction surveys Monitoring reports</p>



C5- Marketing	<p>The destination has a plan that promotes the destination as a green destination</p>	<ul style="list-style-type: none"> ● All inclusive marketing plan for promoting and publicising the cultural, natural and historical heritage of the destination ● Communication strategy (website, social media, print, etc.) ● Evidence of consideration of 5 Ps (Pricing, place, product, promotion, people) in marketing 	<p>C5a. Responsible Operational marketing and communication plans C5b. Frequency and type of responsible publicity events C5c. Type of publicity and marketing channels/mediums utilised C5d. % of visitors attracted to the destination due to sustainable credentials</p>	<p>Marketing and communication plan documents Media analysis reports Website traffic Visitor surveys Market research reports Reports on consumption patterns</p>
FOCAL AREA D: COMMUNITY DEVELOPMENT & EMPOWERMENT				
Key Considerations	Description	Examples of Actions / Programs	Indicators	Means of verification
D1- Community empowerment	<p>The destination has a plan/program or programs that consciously supports integration of community members in the management of the resources with a view to creating destinations stewards beyond the boundaries of the destination</p>	<ul style="list-style-type: none"> ● Community education programs - conservation, resource use & access rights, business opportunities in tourism, financial management, tourism, green / sustainable development, environmental threats etc. ● Skill development programs ● Private / community Partnerships ● Community Resource / learning centres ● Information sharing mechanisms ● Capacity to monitor destination commercial and no-commercial activities e.g. resource use, resource conservation, tourism reports, CSR projects etc 	<p>D1a. Number and type of community educational and sensitisation programs conducted D1b. Number and type of skills development programs in place and functional (conservation, tourism, hospitality, governance, leadership, management, enterprising skills etc) D1c. % of community members benefitting from skills development programs D1d. Number of resource centres established and functional D1e. % of community members utilising and benefitting from the resource centres D1f. Number of community volunteers trained in monitoring and functional</p>	<p>Educational and sensitisation reports Community surveys Socio-economic assessment reports Stakeholder surveys Management reports County development reports County social reports Monitoring reports Community training programs and cycles Training modules Gender integration plans Gender training/ mentorship programs Youth integration plans Youth training / mentorship program</p>

	<ul style="list-style-type: none"> Participatory planning/ decision making processes Regular support of local business and enterprises (financial and capacity building) Promotion of local ownership in the value chains Integration of women and youth 	<ul style="list-style-type: none"> Community economic development plan Partnerships - Multi-stakeholder approach in identification, selection/ prioritisation of development needs Strengthen community capacities project management- to implement/ oversee social development projects Build capacity in conceptualisation, planning and implementation of community projects Partnership or contribution in provision of social amenities and public goods (education, health, water and sanitation) 	<p>D1g. Functional monitoring systems</p> <p>D1h. % community members trained on business enterprising</p> <p>D1i. Efforts/strategies to deal with middlemen</p> <p>D1j. Number of women in committees and participating in planning</p> <p>D1k. Number of youth integrated in committees</p>	<p>Community surveys</p> <p>Socio-economic assessment reports</p> <p>Stakeholder surveys</p> <p>Management reports</p> <p>County development reports</p> <p>County economic reports</p> <p>Site visits</p> <p>Monitoring reports</p>
D2- Socio-economic development	<p>The destination has a program/ programs that promote socio-economic development in the community</p>	<p>D2a. Operational community economic development plan</p> <p>D2b. Number and type of operational economic development programs initiated</p> <p>D2c. % of communities members engaged in income generating activities under the economic development programs</p> <p>D2d. Number of multi-stakeholder partnerships established and functional</p> <p>D2e. Number and type of capacity building sessions conducted</p> <p>D2f. % of community members engaged in community projects</p>		



FOCAL AREA E: FINANCIAL SUSTAINABILITY

Key Considerations	Description	Examples of Actions / Programs	Indicators	Means of verification
E1 - Destination financing strategy	Program to strengthen financial viability and sustainability of the destination for long term viability of the destination	<ul style="list-style-type: none"> Projected financial flows Investment and resource mobilization plan Funding Partnerships Training on development and implementation of financial management Financial management & monitoring systems 	<p>E1a. Business Plan with at least 3-year projections</p> <p>E1b. Operational investment and resource mobilisation plan</p> <p>E1c. Number of funding partnerships secured</p> <p>E1d. Type and sources of income/ revenue</p> <p>E1e. Functional management and monitoring systems</p> <p>Trainings on financial management</p> <p>E1f provision for local community integration in investment</p>	<p>Business plan document</p> <p>Investment and resource mobilisation document</p> <p>Financial reports</p> <p>Audited accounts</p> <p>Funding agreements/letters of award</p> <p>Monitoring reports</p> <p>Financial management plan</p> <p>Financial management training reports</p> <p>Coherence with county financial development plan</p>

FOCAL AREA F: SUSTAINABLE CULTURAL, ARCHAEOLOGICAL AND HISTORICAL RESOURCE MANAGEMENT (WHERE APPLICABLE)

Key Considerations	Description	Examples of Actions / Programs	Indicators	Means of verification
F1 - Culture promotion strategy	The destination has programs for promotion and integration of art and culture in tourism and for community revitalization	<ul style="list-style-type: none"> Culture promotion programs Art promotion programs Revitalization programs Advancing new approaches Authentic cultural resources management Quality standardization local products (e.g. beadwork) Pricing standardization of local cultural products (fair pricing and competitiveness) 	<p>F1a. Number of cultural packages being shared</p> <p>F1b. Number of on-going art and authentic culture revitalisation programs</p> <p>F1c. Number and type of new approaches to culture and art revitalisation</p> <p>F1d. Number and type of new approaches to promotion of art and authentic culture</p> <p>F1e. Emerging creative enterprises supported by culture and art</p> <p>Marketing programs of authentic culture (Tangible and intangible)</p>	<p>Benefits accruing to community</p> <p>Awareness creation tools for tourism</p> <p>Promotion tools / systems</p> <p>Awareness creation tools/systems for revitalisation</p> <p>Codes of conduct for visits to cultural centres</p> <p>Cultural resource management plan</p>

F2: Historical sites promotion strategy	The destination has programs for promotion and integration of history into tourism	<ul style="list-style-type: none"> Historical sites promotion programs Revitalization programs Advancing new approaches Authentic historical resources management 	<p>F2a. Data / information on historical sites and monuments</p> <p>F2b. Number and type of conservation programs for historical sites and monuments</p> <p>F2c. Codes of conduct for visits to historical sites</p> <p>F2d. Number and type of awareness and promotion programs on historical sites and monuments</p> <p>F2e. Number and type of revitalisation programs focusing on historical sites and monuments</p> <p>F2f. Number and type of new creative enterprises supported by historical sites</p>	<p>Benefits accruing to community</p> <p>Awareness creation tools for tourism</p> <p>Promotion tools / systems</p> <p>Awareness creation tools/systems for revitalisation</p> <p>Codes of conduct for visits</p> <p>Resource management plan</p>
F3: Archaeological sites promotion strategy	The destination has programs for promotion and integration of areas archaeology in tourism	<ul style="list-style-type: none"> Archaeological sites promotion programs Revitalization programs Advancing new approaches Professional archaeological site management 	<p>F3a. Data and information on archaeological sites</p> <p>F3b. Type of archaeological conservation programs in place</p> <p>F3c. Codes of conduct for visits to archaeological sites</p> <p>F3d. Number and type of archaeological awareness and promotion programs</p> <p>F3e. Number of on-going archaeological revitalisation programs</p> <p>F3f. Type of new creative enterprises supported by archaeological sites</p>	<p>Benefits accruing to community</p> <p>Awareness creation tools for tourism</p> <p>Promotion tools / systems</p> <p>Awareness creation tools/systems for revitalisation</p> <p>Codes of conduct for visits</p> <p>Resource management plan</p>



FOCAL AREA G: SAFETY

Key Considerations	Description	Examples of Actions / Programs	Indicators	Means of verification
G1 - Safety & security plan	The destination has a safety & security plan that enables it to gather comprehensive information & data to prevent security incidents and respond effectively to avert disaster and negative publicity	<ul style="list-style-type: none"> Examples of programs/ actions include: <ul style="list-style-type: none"> Surveillance programs Media relations Prevention programs Intelligence programs Local/regional/national networks with security agencies Advocacy and lobbying and partnerships for security Safety awareness programs Community safety interventions Visitors safety interventions 	<p>G1a. Reporting procedures</p> <p>G1b. Type of Surveillance structures</p> <p>G1c. Type and number of security networks</p> <p>G1d. Response team</p> <p>Disaster recovery (prevention to crises) and emergency programs</p> <p>Fences (Where necessary)</p> <p>Conflict management plan (e.g. Human Wildlife Conflict)</p>	<p>Training reports</p> <p>Surveillance / intelligence</p> <p>Press releases</p> <p>Security/patrol reports</p> <p>Monitoring and surveillance structures of boundaries, resources, major equipment etc.</p> <p>Specified security and safety codes</p> <p>Insurance policies for crises management</p>
G2- Crisis & Emergency management	The destination has a crisis management and recovery plan that is appropriate for the identified risks	<ul style="list-style-type: none"> Risk assessment and monitoring plan Safety and security procedures/policy Security and crisis management trainings Prevention procedures/ plan Recovery procedure / plan Evacuation plan Medical access procedure Information on potential risks for guests Crisis & emergency teams Human wildlife conflict plan Resource conflicts Community conflicts 	<p>G2a. Risk/threat assessment, monitoring and mitigation plan document</p> <p>G2b. Functional safety and security policy</p> <p>G2c. Type of security measures put in place</p> <p>G2d. Type and frequency of security training</p> <p>G2e. % of destination employees trained in visitor, personal and destination security management</p> <p>G2f. Frequency and type of security drills conducted</p> <p>B3g. Type of insurance covers</p> <p>G2h. Type of medical care available at destination</p>	<p>Safety & security policy document</p> <p>Risk assessment report</p> <p>Security reports</p> <p>Training reports</p> <p>Inspection reports</p> <p>Supplier contracts/invoices for emergency management services</p> <p>Incidence reports</p> <p>Insurance supplier invoice</p> <p>Stakeholder surveys</p> <p>Minutes of meetings to discuss crisis & emergency</p> <p>Crisis Management reports</p> <p>Site visits</p> <p>Monitoring reports</p>



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