FACILITATING ORGANIZATIONS

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.

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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.

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 Kiiru, Chege Kinyanjui, Dr. David Chiawo, Margaret Njoroge, Dr. Irene Amoke, Dickson Kaelo, Dr. Shem Maingi, John Wandaka, Dr. Boniface Odara 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 (Maralal Game Sanctuary, Samburu National Reserve, Kalama Community Wildlife Conservancy, Nakuprat-Gotu Community Conservancy, Campi Ya Karus (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)
15. Various County Governments

ON BEHALF OF ECOTOURISM KENYA
Name & Signature
GRACE NDERITU
Chief Executive Officer

ON BEHALF OF AWF
Name & Signature
JEFF CHRISFIELD
Chief Operations Officer

ON BEHALF OF PIC
Name & Signature
DR. DAVID CHIAWO
PIC Member
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 the 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.
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-day 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:** 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.
- **Game Ranch:** 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).
- **Game Farm:** An area of land where wildlife is reared in a 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:** Wetland 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).

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.

### FOCAL AREA A: SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES

#### KEY CONSIDERATIONS

<table>
<thead>
<tr>
<th>Description</th>
<th>Examples of actions/programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Considerations</td>
<td></td>
</tr>
</tbody>
</table>

| A1. Destination Management Plan | 
| Management and implementation plans in accordance with legal or other approved processes. |
| Multi-year implementation plan | Development of multi-year destination management and implementation plan including: |
| Resource mobilization strategy | • Resource mobilization strategy |
| Resource management targets | • Resource management targets |
| Visitor management plan | • Visitor management plan |
| Land use planning and zoning plan | • Land use planning and zoning plan |
| Stakeholder engagement plan | • Stakeholder engagement plan |
| Consumer/client feedback mechanism | • Consumer/client feedback mechanism |

#### MEANS OF VERIFICATION

- Various resource reports e.g. Environmental management report, destination implementation reports, action plans, stakeholder engagement reports, site visits reports, monitoring reports, etc.

#### CRITERIA

- A1a. Multi-year implementation plan
- A1b. Number of proposals for resource mobilization
- A1c. Visitor management plan
- A1d. Resource use and conservation action plans
- A1e. Planning/zoning guidelines
- A1f. Stakeholder engagement plan
- A1g. Application of feedback mechanism in resource management

#### CRITERIA

- A2. Natural Resource Use Initiatives

<table>
<thead>
<tr>
<th>Description</th>
<th>Examples of actions/programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Considerations</td>
<td></td>
</tr>
</tbody>
</table>

| A2. Natural Resource Use Initiatives | 
| These are programs to manage utilization of resources and habitats. |
| Management plans and implementation plan | The management plans and implementation plan include the following: |
| Resource inventory / data | Resource inventory / data of resources found in the destination |
| Key resources | These are the key resources identified during the feasibility study |
| Monitoring system, processes | Monitoring system, processes of key resources |

#### CRITERIA

- A2a. Percentage of revenue earmarked for resource management
- A2b. Number and type of collaborations & research projects on resources/trends undertaken
- A2c. Type of resource monitoring systems established and functionality
- A2d. Wildlife species inventoried
- A2e. Plant species inventoried
- A2f. Water resources inventoried
- A2g. Underground resources inventoried
- A2h. Rangeland rehabilitation programs

Resource management documents: 
- Vegetation maps, migratory corridor route maps, ecological maps, drainage maps, etc.
- Resource monitoring reports
- Monitoring reports
### A3 - Resource Conservation Initiatives

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A3a</td>
<td>Implementation plan for grazing management</td>
</tr>
<tr>
<td>A3b</td>
<td>Percentage of destination restored from degradation</td>
</tr>
<tr>
<td>A3c</td>
<td>Restored habitats</td>
</tr>
<tr>
<td>A3d</td>
<td>Healthy watersheds</td>
</tr>
<tr>
<td>A3e</td>
<td>Returning plant and animal species</td>
</tr>
<tr>
<td>A3f</td>
<td>Resources committed to conservation</td>
</tr>
<tr>
<td>A3g</td>
<td>Rehabilitated working buffer zones</td>
</tr>
</tbody>
</table>

### A4 - Land Protection

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A4a</td>
<td>Destination land surveyed</td>
</tr>
<tr>
<td>A4b</td>
<td>Number and type of GIS Maps developed and available for use</td>
</tr>
<tr>
<td>A4c</td>
<td>Type of registration/recognition document or documents</td>
</tr>
</tbody>
</table>

### A5 - Knowledge Sharing

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A5a</td>
<td>Type of information shared</td>
</tr>
<tr>
<td>A5b</td>
<td>Frequency of information sharing</td>
</tr>
<tr>
<td>A5c</td>
<td>Number and type of information sharing tools</td>
</tr>
</tbody>
</table>

### FOCAL AREA B: GOOD GOVERNANCE & MANAGEMENT

<table>
<thead>
<tr>
<th>Key Considerations</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1 - Destination Management Organisation</td>
<td>The destination has an effective management structure/organisation responsible for implementation of the destination plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Examples of Actions / Programs</th>
<th>Indicators</th>
<th>Means of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Development of governing constitution/Articles of Association</td>
<td>B1a</td>
<td>Organisational governing document</td>
</tr>
<tr>
<td>• Development of an appropriate and inclusive organisational structure</td>
<td>B1b</td>
<td>Functional organisational structure</td>
</tr>
<tr>
<td>• Development of organizational management policy document including financial and administrative management policies</td>
<td>B1c</td>
<td>Organisational management policy</td>
</tr>
<tr>
<td>• Development of decision making and information sharing mechanisms</td>
<td>B1d</td>
<td>Gender representation in the management board</td>
</tr>
<tr>
<td>• Community participation in management</td>
<td>B1e</td>
<td>Frequency and type of reports shared with stakeholders</td>
</tr>
<tr>
<td>• Gender considerations in management</td>
<td>B1f</td>
<td>Frequency and level of stakeholder consultations</td>
</tr>
<tr>
<td>• Comprehensive stakeholder participation</td>
<td>B1g</td>
<td>Frequency and type of communication between the management and members/stakeholders/conservancies, groups, ranches</td>
</tr>
<tr>
<td>• Transparency and stakeholder participation in management</td>
<td>B1h</td>
<td>Percentage community involvement in management position and important committees</td>
</tr>
<tr>
<td>• MoUs, lease agreements, conservancy agreements</td>
<td>B1i</td>
<td>Gender parity in management positions</td>
</tr>
</tbody>
</table>

[See more details about the criteria and indicators in the full document.]

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**Note:** The table and text above are excerpts from a document detailing various initiatives and programs to conserve resources, manage land, and share information. The table outlines specific indicators and actions for resource conservation, land protection, and knowledge sharing within the context of good governance and management.
### C1. Sustainable Tourism Plan

- 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

#### Key Considerations

**Examples of Actions / Programs**

- **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

#### Indicators

- Business plan
- Product consumption trends
- Compliance reports (self-assessment and/or third party)
- Environmental audit reports
- EIA reports and licenses
- Zonation plan
- Monitoring reports

#### Means of verification

- Business plan
- Product consumption trends
- Compliance reports (self-assessment and/or third party)
- Environmental audit reports
- EIA reports and licenses
- Zonation plan
- Monitoring reports

### C2. Product Development

- 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

#### Key Considerations

**Examples of Actions / Programs**

- Development of investment strategic plan
- Establishment of product / design approval system
- 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

- Investment Plan
- Third-party development approval documents e.g. EIA, County Approvals, etc.
- Operating licences
- Lease agreements
- Product design policy document
- Internal investment reports
- Sustainability plan document
- Financial reports
- Visitor satisfaction reports

#### Indicators

- **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

#### Means of verification

- Investment Plan
- Third-party development approval documents e.g. EIA, County Approvals, etc.
- Operating licences
- Lease agreements
- Product design policy document
- Internal investment reports
- Sustainability plan document
- Financial reports
- Visitor satisfaction reports

### C3. Sustainable Tourism Operations

- The destination has implemented effective systems to ensure optimum environmental benefits & minimise negative impacts and motivate community participation

#### Key Considerations

**Examples of Actions / Programs**

- 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

- Energy consumption records
- Water consumption records
- Water quality reports/records
- County energy reports
- Energy supplier invoices/payment records
- Stakeholder surveys
- Visitor surveys
- County environmental reports

#### Indicators

- **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
### Focal Area C: Interpretation & Guiding

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
<th>Indicators</th>
<th>Means of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>C3a</td>
<td>Type of functional solid waste management systems</td>
<td>Site visits, EA/EIA reports, Destination annual reports, Monitoring reports</td>
<td>Stakeholder training register and reports, Waste management plan</td>
</tr>
<tr>
<td>C3b</td>
<td>% of solid waste recycled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C3c</td>
<td>Intensity of air and noise pollution generated</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Focal Area D: Community Development & Empowerment

#### Key Considerations

<table>
<thead>
<tr>
<th>Description</th>
<th>Examples of Actions / Programs</th>
<th>Indicators</th>
<th>Means of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>All inclusive marketing plan for promoting and publicising the cultural, natural and historical heritage of the destination</td>
<td>Community education programs - conservation, resource use &amp; access rights, business opportunities in tourism, financial management, tourism, green / sustainable development, environmental threats etc.</td>
<td>Number and type of community education programs conducted</td>
<td>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</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
<th>Indicators</th>
<th>Means of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1a</td>
<td>Number and type of community educational and sensitisation programs conducted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1b</td>
<td>Number and type of skills development programs in place and functional (conservation, tourism, hospitality, governance, leadership, management, enterprise skills etc)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1c</td>
<td>% of community members benefiting from skills development programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1d</td>
<td>% of visitors attracted to the destination due to sustainable credentials</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1e</td>
<td>Functional code of conduct for guides</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1f</td>
<td>Operational code of conduct for visitors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1g</td>
<td>Frequency and type of interpretative information displayed at the destination</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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The destination has systems to ensure accurate information is provided for all attractions including culture, socio-economic projects, flora & fauna and livelihoods.
### FOCAL AREA E: FINANCIAL SUSTAINABILITY

<table>
<thead>
<tr>
<th>Key Considerations</th>
<th>Description</th>
<th>Examples of Actions / Programs</th>
<th>Indicators</th>
<th>Means of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1 - Destination financing strategy</td>
<td>Program to strengthen financial viability and sustainability of the destination for long term viability of the destination</td>
<td>• Projected financial flows&lt;br&gt;• Investment and resource mobilization plan&lt;br&gt;• Funding Partnerships&lt;br&gt;• Training on development and implementation of financial management&lt;br&gt;• Financial management &amp; monitoring systems</td>
<td>E1a. Business Plan with at least 3-year projections&lt;br&gt;E1b. Operational investment and resource mobilization plan&lt;br&gt;E1c. Number of funding partnerships acquired&lt;br&gt; E1d. Type and sources of income/revenue&lt;br&gt;E1e. Functional management and monitoring systems Training on financial management</td>
<td>Business plan document&lt;br&gt;Investment and resource mobilization document&lt;br&gt;Financial reports&lt;br&gt;Audited accounts&lt;br&gt;Funding agreements/letters of award&lt;br&gt;Monitoring reports&lt;br&gt;Coherence with county financial development plan</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Key Considerations</th>
<th>Description</th>
<th>Examples of Actions / Programs</th>
<th>Indicators</th>
<th>Means of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1 - Culture promotion strategy</td>
<td>The destination has programs for promotion and integration of art and culture in tourism and for community revitalization</td>
<td>• Culture promotion programs&lt;br&gt;• Art promotion programs&lt;br&gt;• Revitalization programs&lt;br&gt;• Advancing new approaches&lt;br&gt;• Authentic cultural resources management&lt;br&gt;• Quality standardization of local products (e.g. beadwork)</td>
<td>F1a. Number of cultural packages being shared&lt;br&gt;F1b. Number of on-going art and authentic culture revitalisation programs&lt;br&gt;F1c. Number and type of new approaches to culture and art revitalisation&lt;br&gt;F1d. Number and type of new approaches to promotion of art and authentic culture</td>
<td>Benefits accruing to community&lt;br&gt;Awareness as creation tools for tourism&lt;br&gt;Promotion tools / systems&lt;br&gt;Awareness as creation tools/systems for revitalisation&lt;br&gt;Codes of conduct for visits to cultural centres&lt;br&gt;Cultural resource management plan</td>
</tr>
</tbody>
</table>
### F2: Historical sites promotion strategy

The destination has programs for promotion and integration of history into tourism

- Historical sites promotion programs
- Revitalization programs
- Advancing new approaches
- Authentic historical resources management

#### Data / information on historical sites and monuments

- F2a.
- F2b.
- F2c.
- F2d.
- F2e.
- F2f.

#### Number and type of conservation programs for historical sites and monuments

- F2g.

#### Codes of conduct for visits to historical sites

- F2h.

#### Number and type of new creative enterprises supported by historical sites

- F2i.

### F3: Archaeological sites promotion strategy

The destination has programs for promotion and integration of areas archaeology in tourism

- Archaeological sites promotion programs
- Revitalization programs
- Advancing new approaches
- Professional archaeological site management

#### Data and information on archaeological sites

- F3a.

#### Type of archaeological conservation programs in place

- F3b.

#### Codes of conduct for visits to archaeological sites

- F3c.

#### Number and type of awareness and promotion programs on archaeological sites

- F3d.

#### Number of on-going archaeological revitalisation programs

- F3e.

#### Type of new creative enterprises supported by archaeological sites

- F3f.

### Focal Area G: Safety

#### 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 prevent disaster and negative publicity

- Examples of programs/actions include:
  - 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

#### G1a. Reporting procedures

- G1b. Type of surveillance structures

#### G1c. Type and number of security networks

- G1d. Response team

#### G1e. Disaster recovery (prevention to crises) and emergency programs

- G1f. Fences (Where necessary)

#### G1g. Conflict management plan (e.g., Human Wildlife Conflict)

### G2 - Crisis & Emergency management

The destination has a crisis management and response and recovery plan that is appropriate for the identified risks

- 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

#### G2a. Risk/threat assessment, monitoring and mitigation plan document

- G2b. Functional safety and security policy

#### G2c. Type of security measures put in place

- G2d. Type and frequency of security training

#### G2e. % of destination employees trained in visitor, personal and destination security management

- G2f. Frequency and type of security drills conducted

#### G2g. Type of insurance covers

- G2h. Type of medical care available at destination

### Benefits accruing to community

- Awareness creation tools for tourism
- Promotion tools / systems
- Awareness creation tools / systems for revitalisation
- Codes of conduct for visits
- Resource management plan
### FOCAL AREA H: MANAGEMENT OF OTHER ENTERPRISES IN DESTINATION

<table>
<thead>
<tr>
<th>Key Considerations</th>
<th>Description</th>
<th>Examples of Actions / Programs</th>
<th>Indicators</th>
<th>Means of verification</th>
</tr>
</thead>
</table>
| H1: Plans, systems, procedures and/or criteria for approval and establishment of other potential (compatible) commercial activities | The destination has systems, criteria and guidelines for sustainable management of access, extraction, consumption, utilisation and/or distribution e.g. farming, livestock programs, mining, sand harvesting, bee keeping, etc. | • Enterprise development strategy  
• Management plans  
• EIA for every other enterprise  
• Stakeholder engagement plan | H1a. Operational enterprise development strategy  
H1b. Number and type of spin-off enterprises established due to tourism growth in the destination area | Enterprise development strategy  
EIA reports & licence  
EA reports  
Stakeholder surveys and reports  
Destination annual enterprise reports  
County development reports  
Site visit reports  
Monitoring reports |

### FOCAL AREA I: MONITORING AND EVALUATION (M&E)

<table>
<thead>
<tr>
<th>Key Considerations</th>
<th>Description</th>
<th>Examples of Actions / Programs</th>
<th>Indicators</th>
<th>Means of verification</th>
</tr>
</thead>
</table>
| I1- Monitoring | The destination has an effective and functional system for monitoring and assessing progress towards becoming a green destination based on each indicator | • Development of appropriate monitoring tools per focal area  
• Development of a performance measurement/monitoring framework/plan  
• Establishment of organisational monitoring unit | I1a. Appropriate and functional tools in place  
I1b. Functional performance monitoring framework  
I1c. Frequency and type of assessments undertaken (self-assessments, third party, grading assessments, etc.) | Monitoring tools  
Performance monitoring document  
Monitoring and assessment reports  
Human resource reports  
Management reports  
Dissemination reports |

### REFERENCES

- [http://www.iucn.org/theme/protected-areas/our-work/green-list](http://www.iucn.org/theme/protected-areas/our-work/green-list)
- [https://www.iucn.org/theme/protected-areas/our-work/green-list](https://www.iucn.org/theme/protected-areas/our-work/green-list)
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